

**Migrant background entrepreneurship
in Tampere startup ecosystem**

Government perspective



Master's thesis

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ABSTRACT

Migrant entrepreneur has become an important part of society and economy in Europe. The cosmopolitan cities in Europe has gained a more impressive profile and dynamics in their economy because of the multiculturalism and variety of selection migrant background entrepreneurship is delivering. At the same time entrepreneurship is a great potential opportunity for the employment among migrant population. Migrant entrepreneurs face different challenges when trying to enter markets of host country. There are rarely someone, who is able to give supportive and good advice for renewing success. Moreover, governmental institutions lack the understanding of the situation migrants are actually facing. By nurturing the approach and the building an extensive support service path, migrant background entrepreneurs can promote their integration process same time giving the boost to the economy.

The purpose of the study was to analyse the existing business ecosystem in the City of Tampere (the central city of Pirkanmaa province, Finland) from the migrant entrepreneurship point of view and find the gaps and development possibilities from the government perspective.

The literature review is based on the theories of why migrants become an entrepreneurs. Literature covers the description and analyse of the 8 factors, which have an important role, when building inclusive entrepreneurial support service path. The empiric research was implemented by using qualitative narrative method. Conducted interviews covered 3 different perspectives - governmental, business advisor's and migrant entrepreneur's point of view.

Research result reveals specific gaps in the entrepreneurial path. As a highlight, there is plenty of information and support available. The main challenge in the system is communication and service marketing, where available support possibilities are not reaching out to the target group. As migrant background entrepreneurs admit themselves, they notice government being interested to support them, but with a plain interest and no following action, it is not enough.

Keywords Migrant background entrepreneurship, Entrepreneurial support service path, Integration into the society.

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1 INTRODUCTION

1.1 Context of the topic

Migrant background entrepreneurship is widely discussed topic among lucrative economic literature sources. It is because migrant background entrepreneur is seen as benefit and change bringing contribution to the business community. Migrants are being compared as innovation to market dynamics. (Gupta, 2019, p. 5)

Nowadays migrant entrepreneur has become an important part of society and economy in Europe. There are more and more migrants starting their businesses in host countries. It happens because of different reasons. The cosmopolitan cities in Europe has gained a more impressive profile and dynamics in their economy because of the multiculturalism and variety of selection migrant background entrepreneurship is delivering. Diversity is an important element when it comes to labour market problems. It is a valuable source for economic development all over the Europe. (Baycan-Levent & Nijkamp, 2005, p. 2)

Migrant background entrepreneurs are bringing lots of different kind of benefits to the economy and society in general. New perspectives and viewpoints of developing or renewing infrastructures, producing new products and services, promoting overseas connections and sales as well as they are doing good by questioning the existing systems same time being in a role of testing the modifications and give feedback on possible changes. (Baycan-Levent & Nijkamp, 2005, p. 2)

Important factor of migration is the process of the integration to the society and labour market of the host country. Such topics as immigration policy, reasons for migration, culture community existence in the host country, network openness, accessibility to acquire capital and finances, feature of potential market in the host society are discussed depth-in in around the most of the European countries. (Baycan-Levent & Nijkamp, 2005, p. 18)

1.2 Background in Finland

In late 90's Finland has started to pay more attention to challenges caused by migration. That was the time, when more and more migrants were starting their businesses to ensure their living. Unemployment rates because of migrations was high, therefore starting a business activity was and still is a logic way of financial and social survival. Starting a new life in the society, where everything is new, is challenging. According to analysed statistics, there are 223 000 inhabitants in Tampere. 7% of them are with foreign background. However 10% of the foreigners in the labour market are entrepreneurs compared to 7% of Finnish population. (Integrating Cities, 2019).

The number of migrants opening companies has been increasing in Finland. Discussions around this topic are still not brought to an important level, where decision makers would see the reasons and meaning for paying decent attention and build structured service system. Challenges migrant entrepreneurs are facing are coming down to affect even day to day activity, not only strategic stages of developing the business. (Gupta, 2019, p. 5).

Findings of the research done by The Research Institute of Finnish Economy shows that the number of private migrant background entrepreneurs has increased noticeably, while the rate of entrepreneurship has remained the same. The average turnover of foreign entrepreneurs are however lower than the local ones have. As the research shows, in the Helsinki area there are more employment possibilities and options for foreign based business development, while smaller scale and private migrant entrepreneurs are located outside urban regions and poorer areas. Research proves that the main reason for becoming an entrepreneur is difficulty to find a place in job market. (Fornaro, 2018, p 1)

It is easy to start a business in Finland. Finland has a potential economic environment, which promotes the financial and business sectors. Country has a positive assessment within the range of EU countries when it comes to the place where to start a business easy. Finland is raising the interest for newcomers and the ones, who are searching for the right place for their business activity and/or living. Finland has a business-friendly environment where support system for entrepreneurs is well structured and properly operating.

This kind of country image is bringing challenges in real life, when entrepreneurs have reasons to expect the growth of the business. Same time Finland is promising internationalization possibilities for businesses because of the number of unemployed migrant people, whom they consider as a great force to lower down the unemployment rate placing international talents to internationally growing companies.

Entrepreneurship is a great potential opportunity for the employment among migrant population. They are already very active with hands-on attitude in establishing companies comparing to local people activity. Migrant background entrepreneurship is giving a lot of benefits to the local economy including international resources within the area, different perspective ideas and viewpoints. Entrepreneurship is a great way, how to boost migrant integration into the local society (Gupta, 2019, p. 7).

1.3 Personal interest

I have permanently moved to Finland in year 2009. I have gone through the integration program provided by the Finnish government. I have learned local language and earned my income to cover basic living expenses. Still, I have had a gap within the program, where I was at the point of finding a job. After unsuccessful search, I came up with a business idea. While practicing entrepreneurship I was facing a lot of struggle because of different reasons. I

did not get the needed help back then, which turned me back to start looking for job possibilities again.

Currently, I am working at the City of Tampere Employment and Growths Services. I am a member of a team of 10 people, where we are promoting employment and finding different ways on how to match company needs with the unemployed people skills and profiles we have. One of the goals of the whole department is to support migrants in their employment path whether it is finding a job in some company or becoming self-employed by establishing a business unit. My personal background is perfect for purposes to support this kind of people. Because of my international background, successful integration path to Finnish society and work experience, I have full understanding of the development needs. One of the activities I am leading as a representative of the Employment and Growths Services department is Pop-up info desk for migrant background entrepreneurs. This gives me possibility to meet migrant existing entrepreneurs and the ones who are willing to enter entrepreneurial path on daily bases. I do see the struggle and real need for development of supporting those people, which I am passionate to achieve and deliver to this part of the society.

1.4 Research question

The purpose of this thesis is to highlight the gaps in the service path migrant background people enter, when having a business idea. The target group of research is covering potential as well as already existing migrant entrepreneurs in Tampere area to find out from their experience the struggle points as well as understand the development possibilities and new service implementation needs. Defining the gaps in the service path would be the first step towards successful integration and Tampere ecosystem development toward migrant background business-friendly environment.

Research questions of this thesis are following:

1. How does the existing entrepreneurial ecosystem in Tampere region serve entrepreneurs?
2. What are the gaps in the entrepreneurial service path in Tampere region, when it comes to migrant background entrepreneurs?
3. How to develop existing services or implement new ones that entrepreneurial service path for migrant background entrepreneurs in Tampere region would be complete?

1.5 Structure of the Thesis

This Master's Thesis begins with the introduction, where is described the background information about the topic and highlight practical issues related to the topic. Research continues with the review of the literature around the topic. After that the topic is being analysed practically. Based on analyses there are presented results of the research and suggestions for the development.

The first chapter is giving the background information about the topic in Europe level after which there is a short insight of the situation in Finland. This chapter covers personal motives of doing this research as well as highlighting the research questions and objectives.

Overlook of theoretical framework of migrant background entrepreneurship is described in chapter two. It presents the insights of foreign entrepreneurship definition as well as challenges and aspects need to be taken into account while building service for the target group.

The third chapter is presenting research methodology. As a foundation for the research there is used quantitative survey among migrant background entrepreneurs in Finland done by Federation of Finnish Entrepreneurs in November 2018. Empirical part is delivered with the structure of narrative research method, where interviews from different viewpoints around the topic are conducted.

Chapter four is presenting insights of the Tampere City Strategy 2030, Tampere mayor's strategy 2017-2021, Council of Tampere Region and International strategy of the City of Tampere in order to point out the goals which are set to be achieved in promoting entrepreneurship and migrant integration by encouraging to establish a business unit in area.

Empirical part of research and chapter five is providing real opinions of different viewpoints, which are important when analysing the results. Opinions are covering viewpoints of governmental institution, business advisors and experts in the field as well as there is strong focus on practical experience of migrant background entrepreneur.

The six chapter is a comparative discussion about the findings and answers to the research questions. Chapter presents the suggestions for the development.

2 INTRODUCING THE CASE OF TAMPERE - DESCRIPTION OF TAMPERE ECOSYSTEM AND EXISTING STRATEGIES

The city of Tampere is the central city of Pirkanmaa province in Finland. The city of one of the geographical centres for new/upraising companies. The future objectives of the business environment development policy within Tampere region are outlined in the Tampere City Strategy. Decision makers tend to reach goals, where Tampere is:

- the most interesting operating environment for companies,
- a meeting place for creativity and innovation,
- an internationally attractive city of expertise,
- the most attractive experience city in the Nordic countries. (Lyly, 2017, p. 4)

According to the focus of the strategy, a startup and growth ecosystem development program will be launched to promote the creation, growth and internationalization of companies in all key industries. Business Tampere, Tampere region Economic and Development Agency, a development company owned by the municipalities of the city of Tampere and the metropolitan area, has an important role to build and communicate the Startup Tampere brand. Municipalities have no statutory obligation to organize or provide public business services. However, with general competences, competition between cities and a change in the operating environment, the city has undertaken business services to the extent that it has seemed necessary. With the role of municipal self-government and general authority, as well as the vitality, the role of the enabler of the startup ecosystem will be natural for the city in the future as well. (Ketola, 2019, p. 30)

In the next chapters author is highlighting findings in different municipality level developments strategies. Findings are focused to entrepreneurship in general as well as taken stronger focus on analyse of how these findings relate to the migrant background entrepreneurship in the area.

2.1 Council of Tampere Region

Regions and cities compete globally about getting experts and companies to move their expertise and headquarters to the specific region. Innovative, communal and open-minded cities are the most attractive to them as they want to stay to build the future there. That's how the city and the region build culture and community story of corporations, associations, professionals and the public sector. Relations and cooperation between actors in the sector will determine the success of a vibrant ecosystem of self-employed, startups and growth companies. Operating in ecosystems requires a new way of operational activity for public organizations. The ecosystem cannot be built or managed by the public sector. It either builds or not, and it must be involved by being part of the community and enable action in the field. Public actors are expected to play the role of enabler, acting like a credit package in tight

situations. Public organizations need independent local structures with flexible exit possibilities, where it can reduce the importance of the organization in a cycle as a whole. (Ketola, 2019, p. 4)

The public sector is required to have a stronger and more focused uprising enterprise policy. Referring to international examples, there is a particular need for a cross-administrative startup policy that is separate from other enterprise policy. Nowadays uprising entrepreneurs are more growth-oriented, more experienced and better educated. Being without a common strategic cooperation platform, the ability to succeed for the public sector organizing entrepreneurial services is also weakened. It must be understood that the public sector cannot lead or force the emergence and development of entrepreneurial ecosystems. However, it is essential that the public sector systematically supports regional and local business ecosystems and its development. The Startup Alliance run by the Council of Tampere Region enables public actors to bring much wider service packages to companies by combining public sector with private services. Well-functioning service ecosystems is important driver for the business growth. Promoting service ecosystems for entrepreneurs should be an important part of the business environment policy and part of the regional entrepreneurial strategy. New growth-oriented businesses create important capabilities, networks and capital for business renewal. (Ketola, 2019, p. 5)

Ecosystem-thinking is in many ways a new way of thinking, looking at a particular phenomenon as a dynamic and self-directed evolutionary system with a lot of uncertainties and requiring new kinds of cognitive abilities to collaborate across organizations and community boundaries. Innovation and business development describes this type of activity very well. Thus, it also makes no sense to look at business services as a machinery that generates innovation and growth. This requires services to be flexible and able to innovate and respond to ever-changing needs.

The purpose of the Startup Alliance is to act as a long-term support platform and part of a regional startup ecosystem and to evolve with the ecosystem at its various stages of development. It is important to consider different roles the Alliance can play in the developmental stages of an ecosystem. When the activity is not a hierarchical top-down activity but a horizontal one, very different roles emerge from the conventional structure. The development of ecosystems requires collaborative platforms that facilitate cooperation, support the exchange of information and the formation of a common vision between actors. Encouraging regional cooperation is a natural role for public actors, as is revitalizing the ecosystem, generating inspiration and increasing interaction, for example, in different events and thematic roundtables. (Ketola, 2019, p. 7)

For Tampere region, the realization of startup ecosystem is a strategic opportunity and same time challenge, because the startup ecosystem-thinking way is not yet considered as innovative approach for development. The region is a strong area for large companies, where industrial practices and models still prevail. This way it makes hard for smaller companies or self-

employed persons to develop their business idea. Considering entrepreneurs migrant background it is even more harder to make it profitable with less effort or resources. Pirkanmaa and Tampere are still the location of the product development units of many large companies. The services of the Pirkanmaa startup ecosystem have been deficient from the entrepreneurs' point of view. Services are financed, developed and implemented by different actors without linkage to each other. Coordinating services has been identified as a challenge. (Ketola, 2019, p. 16)

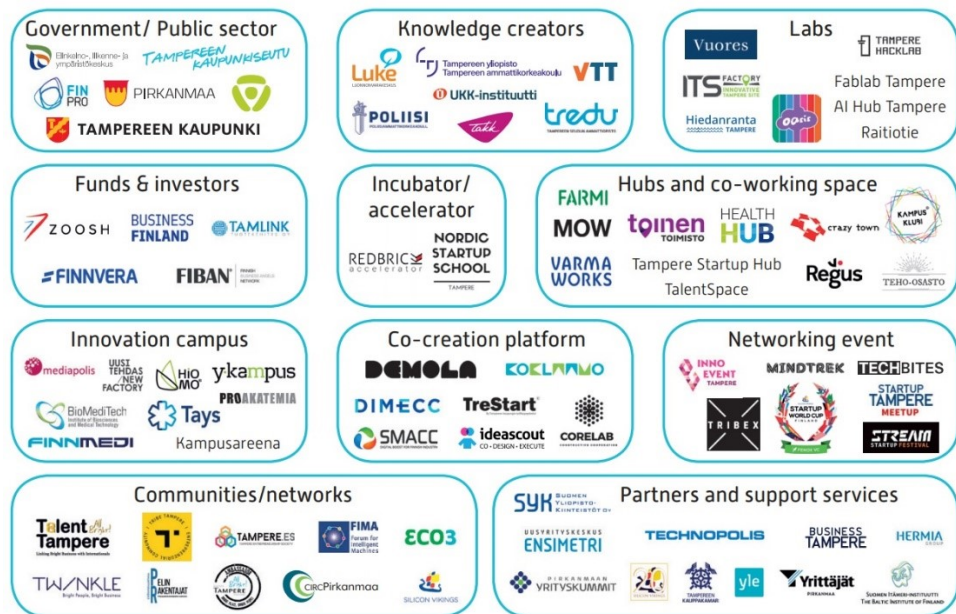


Figure 10: Innovation environment and the ecosystem image of organizations supporting upraising and new companies in Pirkanmaa. (Ketola, 2019, p. 16)

2.2 Tampere City Strategy 2030

The city strategy has an important role in comprehensive planning process. The next planning period is until year 2030. The City Strategy slogan for this period is the Best for You. It covers main fields of interest and city development objectives within this fixed period of time. Strategy is based on different aspects and factors, which are highlighted for the long term future development measures of the area. (The City of Tampere, 2017)

Well-being is built on the city's vitality. Employment and entrepreneurship are top priorities not only during the term of office of the current City Council, but also in the future. Boosting employment is important not only from an economic standpoint but, even more importantly, from a human standpoint. We aim to ensure that all residents have an attachment to the city they live in and we want to maintain a positive Tampere spirit. The Tampere spirit is built on equality, working together and ensuring that everyone feels they are a significant part of the community. (Lyly, 2017, p. 2)

OBJECTIVE 2018-2021	INDICATORS
Increased level of physical activity among Tampere residents	<ul style="list-style-type: none"> Recreational exercise among the adult population (ATH) Recreational exercise among school children (school health survey) The MOVE indicators of the Finnish National Board of Education
The integration of immigrants has been strengthened	<ul style="list-style-type: none"> Employment rate among immigrants Entrepreneurship among immigrants Student attrition among immigrants in secondary vocational education Non-Finnish speakers outside work and education

Figure 9: Tampere City Strategy 2030 Objective 2018-2021 & Indicators. (Lyly, 2017, p. 7)

How is it planned to realize in practice? The change and development process has already started within the city administration by setting a strong leaders to make an impact towards set goals. An evidence to the started process is a change implementation process of extending the existing department of The City of Tampere Employment and Growths Services. As background information for the case is the nationwide reform of employment and industrial policy, which also influences the organization of activities in Employment and Growth Services as well as the activity plans to achieve goals set in the City Strategy. The City of Tampere is preparing to strengthen the role of the municipalities as the organizer of employment and entrepreneurship services for Phase III of the phased implementation. Phase II is the Employment Municipal Pilot which will start in the spring. In Stage III, the responsibility for organizing municipalities will be further expanded, taking into account the specific needs of the urban and municipal labor markets (e.g. new target groups, service, procurement procedures, and stronger decision-making on resource use). A growth (enterprise as well as entrepreneurial) and employment (covering uprising self-employment opportunities) program will be prepared in Tampere.

Preparatory work for the change has begun in the City of Tampere in the autumn 2019 by changing the name of the Employment Services Service Group into the Employment and Growth Services Group and by establishing and filling the position of the Director of Growth Services. The Head of Growth Services manages and builds a new Growth Services entity. Preparation of the Tampere Business / Growth Strategic Program is underway, based on an analysis of the state activity and an ambitious set of partnerships. The program aims, among other things, to clarify the overall picture of business services, to structure the city's views on the organization of business services, and to agree on key actions to achieve the set goals. Responsible parties of building the Tampere Business / Growth Strategic Program are taking into consideration many aspects in order to make the program long lasting and positive result bringing.

Organisational change is taking a stand on business services projects funded by the Structural Funds and the City of Tampere municipal money. It outlines the city's perspective on the organization of available business. During planning phase municipality administration and other stakeholders are clarifying the overall picture of business services as well as contributing to the implementation of the Tampere City Strategy 2030. At the same time players are contributing to the achievement of the startup Alliance goals (the role of startup Alliance is explained further in chapter 4.3.) and as for the future, the needs of Pirkanmaa municipal business services cooperation will be taken into account even more comprehensively.

Tampere Strategic Program for Business Services / Growth Services from the department establishment year 2019 on:

- Program is based on the analysis of the current situation and goals are set in a broad partnership with involved stakeholders.
- Preparations are made to strengthen the responsibility of municipalities for organizing business services in 2021.
- Emphasis is placed on the organizer's perspective, customer orientation and customer experience.
- Take a position on the content and objectives of the growth and employment agenda.
- Take a position on business service projects financed by the Structural Funds and the City of Tampere Municipal Fund.
- Outline the city's view on the organization of business services and agree on key measures to achieve the goals.
- Clarification of the overall picture of available business services.
- Contributes to the implementation of the Tampere City Strategy 2030.
- Contributes to achieve the goals of the startup alliance.
- During the preparatory work, the needs of all Pirkanmaa municipalities' business service selection are comprehensively taken into account.

2.3 Tampere mayor's strategy 2017-2021

Tampere mayor Lauri Lyly has prepared the Tampere Mayor's Program for 2017-2021, which slogan is - The Human and Attractive Tampere. It was announced at first meeting of the new city government on 12th of June 2017. The priority issue of the mayor's program is to increase employment and promote entrepreneurship in Tampere. According to the program, they are the basis of Tampere's well-being and vitality. Strengthening employment is the key to achieving economic balance in the city. Only a healthy and balanced economy will ensure access to offered services. It is also a prerequisite for fulfilling the service promises of the mayor's strategy. (Rajamäki, 2017)

During the term of office, the economy will be balanced by, among other things, strengthening the income base, developing its own service production and adhering to strict spending discipline, as well as investing in investments that create new jobs and opportunities for establishing enterprises. (Rajamäki, 2017)

The city promotes entrepreneurship and the growth and internationalization of local companies. The operating conditions for small and medium-sized enterprises, as well as micro-enterprises and self-employed persons, will be strengthened. The focus will be on enabling new business models, networks and smart development platforms. Tampere must continue to be an attractive city for the manufacturing industry as well as for high-end business and creative industries. Service provided by the City or offered on a partnerships bases contributes to supporting local businesses. Encouraging entrepreneurship will be strengthened at all levels of education. Through its acquisitions, the city promotes the emergence of innovations and new business and strengthens the vitality of the region. Through its procurement policy, the city supports small and local businesses. (Lyly, 2017, p. 3)

The service promise announced in the Tampere Mayor's Strategy is promoting entrepreneurship and employment to strengthen the income base. The key objectives and measures related to entrepreneurship is promoting the creation, operation, growth and internationalization of enterprises, find smart solutions to support people in the entrepreneurship path as well as make the path smooth with principle of one entry point to the whole service selection. The target group covers migrant background entrepreneurs as well. (Lyly, 2017, p.4)

Another focus for the Tampere Mayor's Strategy is to integrate migrant into the community and involve better to the society. The integration of immigrants is promoted in all the city's services. The city supports and enables the formation and development of natural meeting places for immigrants and the general population, as well as promotes entrepreneurship as an option for employment. Knowledge of the Finnish language and culture strengthens integration. Tampere offers diverse and high-quality language and cultural training for immigrants of all ages and in different life situations. The implementation of the integration of immigrants with the current measures is studied and development proposals are made as part of the integration plan. (Lyly, 2017, p.14)

2.4 International strategy of the City of Tampere

The City of Tampere's strategic program for international competence and immigration is based on the need identified in the strategies of the City of Tampere and the region in general to strengthen the conditions for utilizing international competence in the Tampere region. The strategic program defines the operating model of the City of Tampere and its key measures. The program is also considered as a foundation for discussions on the cooperation creation between different organisations in the municipalities of Pirkanmaa on a large scale. The dialogue between municipalities and relevant organisations is important because the labor market in which international know-how is utilized is regional. The programme's measures aim to develop the ecosystem needed to manage internationalization and migration, as well as a set of services that strengthen regional cooperation and development

towards a permanent service structure, which serves different background and profile migrants. (Taverne, 2019, p. 6)

The strategic program for international know-how and immigration is based on the vision: "Tampere - The Best for You - an attractive and well-known city for international experts. Tampere has the best opportunities to utilize international know-how. It is easy for migrant background person and their families to come and settle in Tampere. It is encouraging for people with a foreign background to develop their skills and find employment in Tampere. They feel an active part of society and long-term efforts are made to keep them in Tampere."

The City of Tampere sees it as very important matter to create cross-administrative strategic goals to improve the attraction of international experts, work-based immigration and the integration of migrants, which includes the promotion of entrepreneurial path and service path complete development in order to serve the needs. Services are available in different organizations and city units, so the creation of a unified vision and strategic reference framework sets a common goal for future development work and service creation. These factors promote the vitality and competitiveness of the Tampere region. (Taverne, 2019)

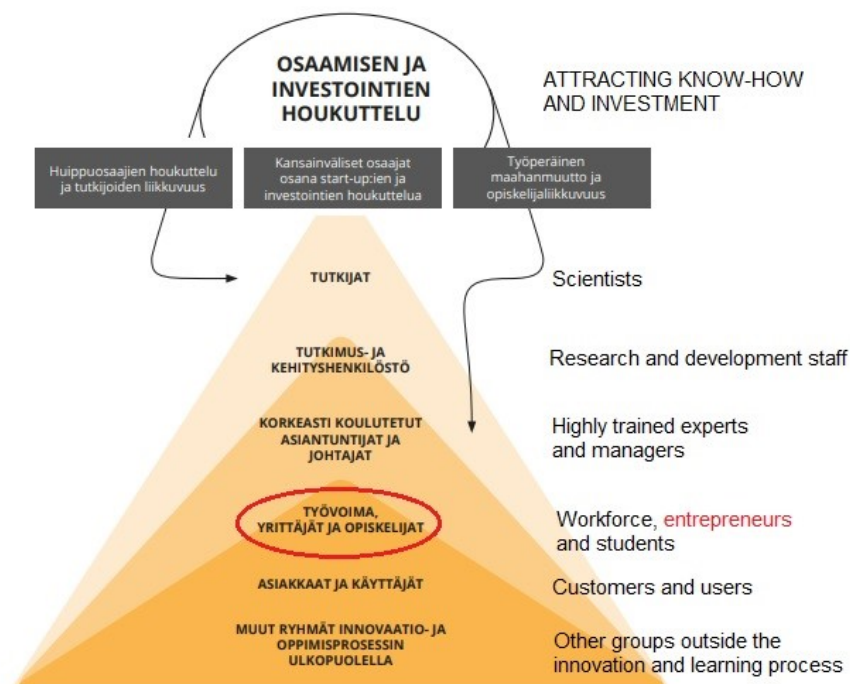


Figure 11: Attracting know-how and investment. (Taverne, 2017, p. 26)

3 LITERATURE REVIEW

3.1 Entrepreneurship definition and meaning

Entrepreneurship is a result of creating and organizing business activity while generating the profit out of it. The initial theory about the entrepreneurship for nowadays understanding is limited. Nowadays we do understand the entrepreneurship as a problem solving concepts, which are presented as innovative products or solutions for life-changing possibilities. However, the interpretation of the definition has changed by the time. Hundreds of year back, if you did not have the financial resources nor had enough of skills, you were out of entrepreneurial market. Nowadays picture is giving more different kind of possibilities to realize yourself and business idea.

Translation of a word "entrepreneurship" in French means "to do something". By the time, the definition and entrepreneurship concept has been refined in different ways. In some popular books and as well as research works the definition of entrepreneurship has been linked to managing business and financial risks. (Tamang, 2015, p 10).

Some scholars have linked the entrepreneurship to creativity and put more emphasis to innovation aspects. Schumpeter (1989) has defined entrepreneurship as wealth production by creating new products and services. Drucker has defined it as performance of taking economic related risks. (Shumpeter, 1989)

Entrepreneurship as an activity is fruitful complex of how to take peoples career and possible dream to make into reality. Entrepreneurship is giving the possibility to do your own choices and go the direction you have decided yourself. It is all about organizing your life on your own values, goals and possibilities. (Ferreira, 2020)

The trend of becoming an entrepreneur is growing. Global Entrepreneurship Model statistics of entrepreneurs in 2018-2019 has stated that more and more people in the world feel comfortable and sure to think and even become and entrepreneurs themselves. They find it as a good move for their career path. (Simovic, 2019)

ENREPRENEURS

An entrepreneur sees problems around him/-herself, which can be solved by practicing the entrepreneurship. Successful entrepreneurs are the ones, who are interested to improve the society. What it means and takes to be an entrepreneur and why entrepreneurship is important for society? (Fernandes, 2019)

Entrepreneurship means employment. Employer takes a risk to self-employ same time provide the positions for others. Ambitions for the growth are creating more job possibilities. Some of the nowadays solutions is a result of

entrepreneurs being able to innovation and create products or services. For instance, technological innovations are the creations of the efficiencies. Entrepreneurs has ambitions to solve problems and make improvements with the created product or service. Entrepreneurs are giving their effort to improve society. The ones who earn more are usually giving back by higher tax rates or donations. They do invest their money to help poorer communities on different aspects. Entrepreneurs increase national income by generating wealthy economy. They do decrease poverty by having a spirit of sharing in this world of globalization. Being able to connect to world outside it gives the possibility to increase the amount of customers all around the world. This includes and emphasises the possible to earn money online. (Ferreira, 2020)

There are about 400 million entrepreneurs in the world and the number is still improving. Each of the entrepreneur has its own reason for becoming a one and develop their business idea. They tend to have their own freedom and they live the life by their rules. There are many reasons, why entrepreneurs are starting their businesses. Some of them wants to make a world the better place. Directions may differ on what they believe in. Others don't want to be led by anyone else. Entrepreneurs like independence and freedom, which enforces them to be more creative and find out more effective ways of how to do things. Being the boss for yourself can be much more motivational satisfaction than having one. Entrepreneurship is giving possibility to be flexible on working hours. This aspect can be as an advantage for many people, who needs to organise their daily life around many matters, like disabilities, children, studies etc. Another aspect for reasons to become an entrepreneur is flexibility on having a specific location. Entrepreneurs life style is giving the freedom on making decisions, but same time putting responsibilities to take care of company's development and ensure your and possibly someone else's income. Very important reason why entrepreneurs become ones is because they can not find the job. A student missing experience and references can create a business and this way work on his or her portfolio. Seasonal work employee can realize him-/herself in business activity on non-season time. Most of entrepreneurs don't thrive for corporate environments. They might dislike the limitation it brings along. The curiosity and ambitions have a role of motivational drive. They enjoy learning process and continuous growth. (Borgia & Segal & Schoenfeld, 2005)

3.2 Theories of migrant entrepreneurship

Migrant entrepreneurship is an important topic and significant part of economic in globalized world. The urban cities with more advanced economy level have cosmopolitan discussions because of the increasing number of migrants and their desire to become and entrepreneurs in host country. Definitions of migrant entrepreneurship are designed differently depending on location. Volery (2007) has a definition of migrant entrepreneur having migrated while ago to the host country and starting his/her business activity. Vinogradov (2008) defines migrant entrepreneurs as someone with foreign origin owning the business and he or she is creating economic innovations and stimulates profit development in the market sector. Aaltonen & Akola (2012)

has defined migrant background entrepreneurship as individuals migrated from one country to another, starting their business and being self-employed as well as giving possibility for employment to others. (Tamang, 2015, p7)

There are 4 well-grounded theories and classification of entrepreneur types.

Ethnic enclave theory is based on the one location where are concentrated same ethnicity business owners or employed people. This theory has been published first time in 1980 by Wilson and Portes, who have been studying the background of migrant entrepreneurship in Miami, United States. Requirements of becoming an entrepreneur by ethnic enclave theory is to have proper management skills, have financial resources and he or she is surrounded by same ethnic labour. Through this strategy and business approach, there is a big chance for potential entrepreneurs to learn skills and get connections and support to become an entrepreneur themselves. As an example there can be mentioned China town concept in major cities around the world. (Joronen, 2002, p. 119-174)

Middleman minority theory links together dominant and subdominant poles of minority population. This theory describes entrepreneurship as activity of middleman who links markets with relatively important suppliers. As an example, they can be travel agents, cloths shops, food and ethnical grocery shops. There are two important requirements for this kind of activity be successful. There has to be enough of customers who would buy offered selection of goods and services. Another factor is that they prefer to be surrounded by people from close ethnical networks. Typical example of middleman theory representatives are Jews, Indians, Turkish people. According to Joronen (2002), ethnical restaurant owners are representing this theory as they provide employment for themselves. (Joronen, 2002, p. 119-174)

Labour disadvantages theory is highlighting the disadvantage migrants have comparing to local labour market. By the scholars Valenguela and Volery, the list of disadvantages consist of language barriers, degrees and certification completed outside the host country, as well as racism. This theory supports the option, where migrants see themselves as entrepreneurs as only way to provide their income. (Tamang, 2015, p 12)

Cultural theory is combining groups of migrants to have common cultural features. By Masurel, Nijcamp & Vindigni, some cultural groups might have strong belief and commitment to hard work. Some might appreciate living in austerity. Others have a strong membership linkage to ethnic communities, complementing with pattern of values, loyalty and solidarity with strong inclination to self-employment. Hoselitz propose that cultural theory unites religious believes, families, ethics and social values. (Tamang, 2015, p. 12)

3.3 Motivation factors for migrant entrepreneurship

Where does the motivation come from for migrants to become an entrepreneur? Motivation in Latin language means "motive". Motive

describes the goal of action and inner drive. It brings the person to the expected result and outcome. The definition of motivation have been study by many researchers. Robichaud, McGaw and Roger support the motivation theory of 4 aspects: economic reason, independence, self-fulfilment and growth, and family security. Wang, Walker and Redmond divides motivational factors in different four groups: personal growth and development, financial motivation, motivation of having work and providing family as well as flexibility, which entrepreneurship offers. Kirkwood also divides motivational factors into four: independence, monetary gain, work related motivation as unemployment as well as redundancy and limited selection of open job positions. However, the research done by Shinnar and Young proves that the main motivational factor for immigrants becoming entrepreneurs is the wide selection of opportunities, which different markets can offer and provide. (Tamang, 2015, p. 13)

Theories of migrant background entrepreneurship and motivational factors for starting one can be divided into 2 groups of “push” and “pull” aspects. Pull factors are highlighting the opportunities given by existing market and are related to such motivational aspects as independence, self-realization and self-development, managing and influential features. Pull factors are usually stated as positive. Push factors are usually related to external reasons and circumstances. They are usually stated in sense of negativity. Push factors are tightly related to unemployment and discrimination of fields like labour market, level of salaries or redundancy. During the process of making decision whether to become an entrepreneur or not, there are both “pull” and “push” factors taken into account. (Morrison, 2001, p 784-790)

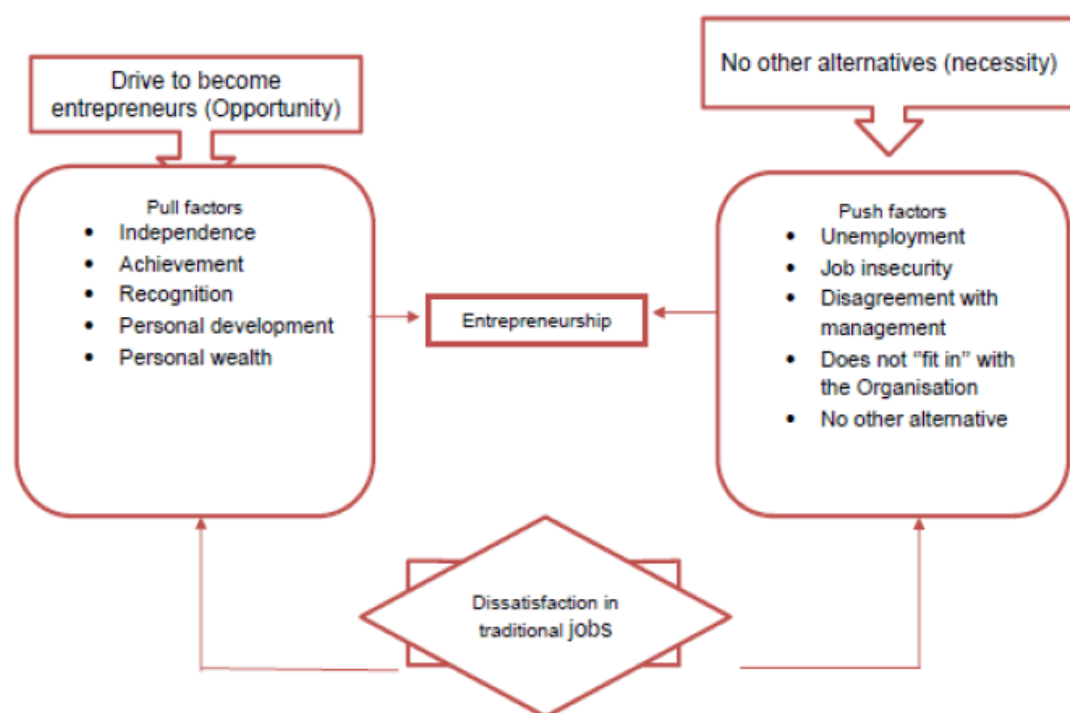


Figure 1. Pull and Push Elements of Entrepreneurship in South Africa. (Mkubukeli & Cronje, 2018)

In Finland migrants often find themselves excluded from the labour market with difficulty to integrate themselves. It turns out in high rate of unemployment among them. Therefore, lack of employment is the most faced push factor for starting an entrepreneurship.

3.4 Challenges for migrant entrepreneurs

Launching a company and running it successfully is not easy both for locals as well as for migrant background people. As an addition, migrant entrepreneurs face additional obstacles than local ones, because of different reasons. The study by Pinkowski (2009) about migrant background entrepreneurship in different countries has pointed out several common challenges, what entrepreneurs are usually facing. They are as following:

- Where to get funding from for the business project?
- Where to get relevant and right information from to run the business?
- How and where to learn needed entrepreneurial skills of business management?
- How to find reliable and affordable workforce?
- How to manage sale cycle and network of suppliers because of the different languages and different ways of business practises?
- How to survive the competition?
- How to deal with legislation and politics? (Pinkowski, 2009, p 45)

The most faced challenges of migrant background entrepreneur are lack of local language skill, lack of knowledge of local business cultures as well as distrusting attitude from the local inhabitants. Start-up companies run by migrants are lacking the advantages networks can give, as owners and key players of the company have limited network of friends, relatives, or some other course mates, which are considered playing an important role when kicking off the business. Very often migrant entrepreneurs are missing relevant information, they are in lack of finding opportunities, because of the language barriers and lack of local business culture skills, it is difficult to understand bureaucracy procedures as well as to integrate themselves to business related networks.

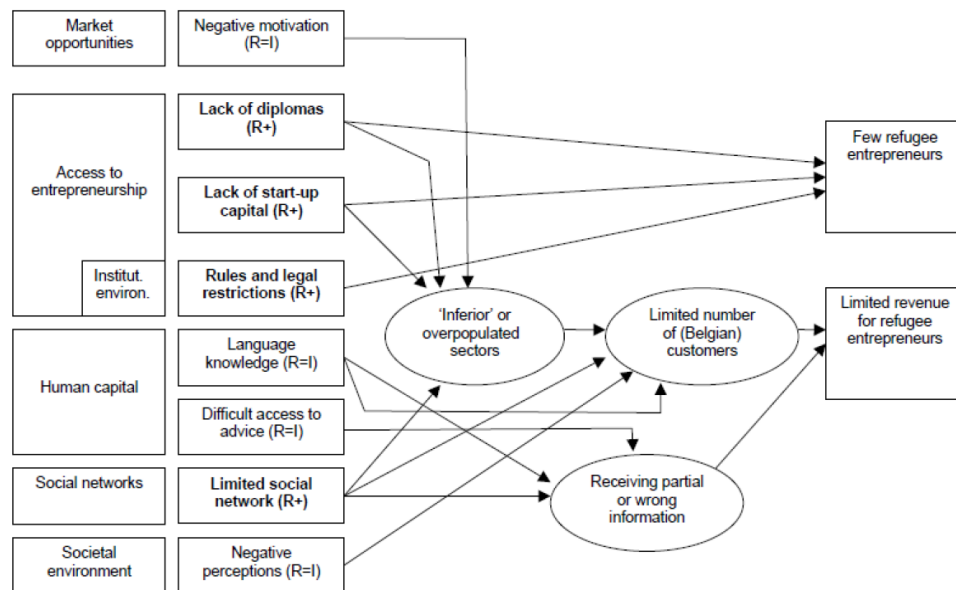


Figure 2. Migrant entrepreneurship in Europe: Challenges and opportunities (Davidaviciene 2016)

Social capital of the host country is the most relatively success bringing factor of all. Access to the right information as well as skill development and possible labour is resourced from and provided by networks of relatives and family members as well as close friends. Previous researches and studies on migrant entrepreneurs in Finland highlights that factors of successful migrant business depend on combination between level of social integration and background culture capital. (Tamang, 2015, p. 14)

3.5 Description of migrant entrepreneurship in Finland

As the study of "Immigrant entrepreneur survey" published by the Federation of Finnish Entrepreneurs highlights, starting a new business is relatively easy, but people need help in running it (Keisala-Kaseja & Tarvainen & Bilmez, 2018). The group of migrant background entrepreneurs in Finland is very diverse. The group is growing a lot and new companies owned by migrants are set up more often. Migrant entrepreneurship is present in different fields of activity. There are strong presence of migrant entrepreneurs in information and communication field of activity. Strongly represented are also fields of art, entertainment and recreation as well as professional, scientific and technical activities like accounting and consulting. Many entrepreneurs are representing several sector of business activity, this way providing income from diverse business operations.

In which sector does your business operate?

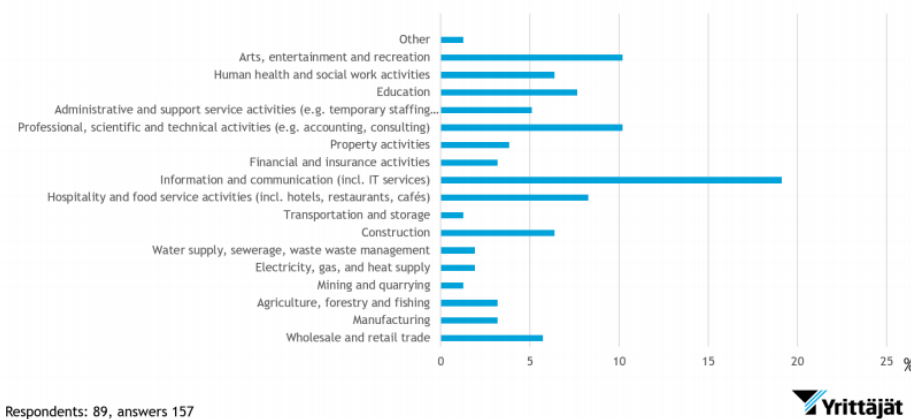


Figure 3. In which sector does your business operate? (Suomen Yrittäjät 2018).

Close to 40% of migrant background entrepreneurs are new entrepreneurs, which run their business under one year. This aspect supports the fact that number of the migrant owned companies are growing. This aspect makes it clear as well that turnover for the most of entrepreneurs are under 30 000 euro as most of the companies are going through the starting phase. As migrant entrepreneurship is growing, entrepreneurs tend to develop their companies more efficiently and the believe in the growth of the company. About 45% of respondents of the Immigrant entrepreneurship survey (2018) believe of the growth of their company, while according to barometer of Finnish SMEs in 2019 number of companies, which believe in their growth in general is 43%. This fact shows that migrant background entrepreneurs does see the future more positive as SME companies in general in Finland. (Keisala-Kaseja & Tarvainen & Bilmez, 2018 & Suomen Yrittäjät & Finnvera Oyj & työ- ja elinkeinoministeriö, 2019)

The Immigrant entrepreneurship study (2018) shows that among migrant owned companies, about 90% are micro-enterprises or companies with less that 10 employees. A little part of a company market is owned by migrant background owners having more than 10 employees. SME barometer in 2019 shows that about 20% of the companies are willing to grow and hire more people. Among migrant owned companies there is a bigger percentage of growth tendency and they are willing to achieve faster growth of their companies. (Keisala-Kaseja & Tarvainen & Bilmez, 2018 & Suomen Yrittäjät & Finnvera Oyh & työ- ja elinkeinoministeriö, 2019)

The survey clearly highlighted the international operations by migrant background entrepreneurs. More than 50% from respondents stated, that they have a business operations across abroad. Most of them is practising import or export activity. Area of international activities include EU and reach out to the US, Estonia, Germany, Russia, Australia, Saudi Arabia, the Nordics countries and Saudi Arabia. Moreover, the ones, who does not have the cross-board activity, are keeping it as an option and possibility for the future. The

study clearly shows that migrant background entrepreneurs are noticeably more international minded than entrepreneur society in Finland in general. (Keisala-Kaseja & Tarvainen & Bilmez, 2018)

When it comes to existing services, most of the migrant background entrepreneurs admit, that it is easy to gather the information related to opening a company. They feel receiving good support for starting a business. Another picture is stated, when it comes to the experience of running a business. (Keisala-Kaseja & Tarvainen & Bilmez, 2018)

What was it like to start a business in Finland?

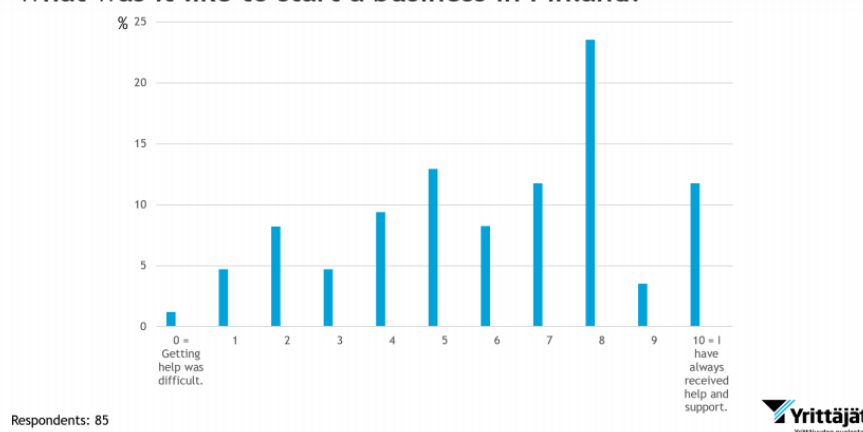


Figure 4: What was it like to start a business in Finland? (Suomen Yrittäjät, 2018).

How difficult do you feel being an entrepreneur in Finland is?

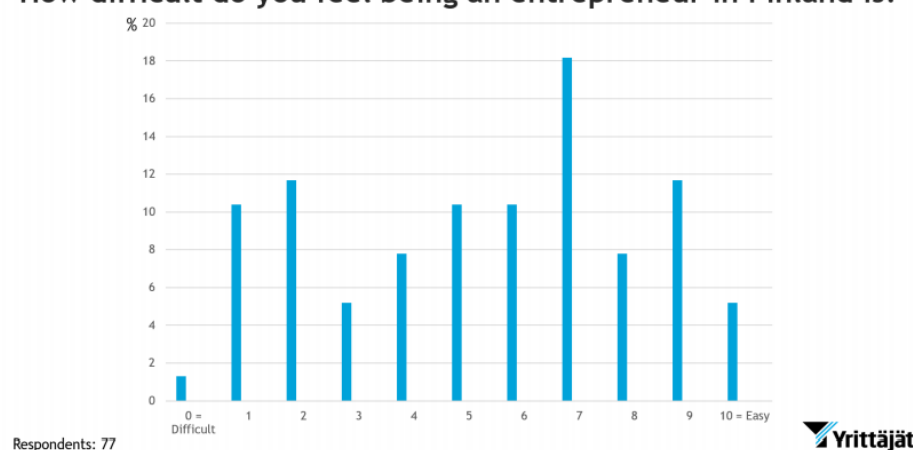


Figure 5: How difficult do you feel being an entrepreneur in Finland is? (Suomen Yrittäjät, 2018).

The company opening stages considered as easy are registering a business in trade register as well as getting a corporate bank account. More challenges are faced, when it comes to dealing with tax office as well as when there is a need to find a financial capital for business activity. In Finland there is another

challenge entrepreneurs face, which is related to getting the right information on matters needed to be solved. It is indicated, that information is usually dispersed or contradictory. There are other challenges listed among the ones like customer acquisition, finding appropriate premises, plan effective marketing activities, field specific permit applications, finding good employees and hiring process as well as receive needed support for the possible companies' development. Migrant background entrepreneurs have a need for network possibilities; find a trustful accountant as well as to have an understanding of business culture in Finland. There is a need to develop existing support services in business activities' fields, which are critical for general business operations. When it comes to language, in which the support service is received, most of the migrant background entrepreneurs manage to take care of the matter in Finnish or English. Other most used languages to these two are Russian, Chinese, French and Arabic. (Keisala-Kaseja & Tarvainen & Bilmez, 2018)

4 METHODOLOGY

The methodology chapter describes the approach of the research as well as tells more about its context. This chapter explains more about used methods of data collection, describes the process of analysis and finding verification.

4.1 Research approach

Because of the willingness and purpose to bring up deeper understanding of the research problem, the used research approach was qualitative, multiple interview conduction and analyse. Author believes that this method helps to proceed with finding and solution implementation process after the study is done. Opinions, knowledge and experiences of the interviewed persons are very valuable for the research, which bring the study to the real problem within the topic. Qualitative research method is developing an in depth and extensive understanding of the problem. In this study the researcher was a person working at the governmental institutional department, which one of the main duties is develop the migrant background entrepreneurship in Tampere and make the ecosystem to serve better international entrepreneurs. Interviewees' profiles were set to cover different perspectives to the issue. However, all interviewees are related to the migrant background entrepreneurship, weather dealing with governmental politics related to topic, working in advisory field and providing support for the target group, or being one of the entrepreneurs him-/herself.

Qualitative research is usually used to give insights of experience, opinions and perspectives of the research participants. Result of qualitative research are not possible to calculate or measure in numbers or percentages. Technics used in a framework of qualitative research are different. There can be lead group discussions or workshops to understand in more detailed way the perspectives and concepts for a research topic. Semi-structured interviews are bringing up views on a focused scope of research questions. In-depth interviews are used to understand more precisely the personal perspective as conditions and experience. Analysis of a text/documents, incl. reports, articles, online material is another way of how to conduct the information of a knowledge in private level. (Creswell & Poth, 2018, p. 65-80)

Qualitative methods are supposed to reveal and cover potential problems of the research question. Qualitative study require collection of data and material, its systematic organization and textual description of verbal or visual data. It requires to have an ethical aspect taken into account, topic of the research have to be important as well as description of the research has to be written intelligibly. Research description replicability is very important for the research topic further development. Research with qualitative method approach is not the easy option, as it can sometimes seem. Instead, it includes the complex of theoretical study applied to the philosophical framework of empiric study. (Creswell & Poth, 2018, p. 65-80)

4.2 Research context

More often reasons for low employment rate among migrants in Finland is poor Finnish or Swedish language skills, different cultural backgrounds, an underdeveloped recruitment market as well as difficulty in identifying qualifications and skills. However, the exclusion of one person costs Finland at least 230 000 - 680 000 euros, on top of that psychological suffering and consideration of person's state of mind.

Migrant background entrepreneurship is on the rise, often seen as an opportunity for employment and income. Migrant owned companies may bring new products, services and innovations to market. The internationalization of companies and the networking of people from different backgrounds increase the number of innovations and international business opportunities locally as well as national wide. (Laine, 2019, p. 64)

Throughout the 2000s, the positive demographic development of the Tampere region has been mainly based on inter-municipal migration and the resulting migration gain in Tampere. Tampere has been able to maintain its attractiveness in national level for several years. Comparing the development of six the biggest cities in Finland, it can be seen that the share of foreign-speakers in the annual population growth is the lowest compared to other growing cities in Finland, and still, the number is growing steadily mainly in Tampere, Helsinki Metropolitan Area and Turku. The share of companies established by foreign nationals is also low in Tampere (less than 5% of all established companies) compared to cities in the Helsinki metropolitan area, where the share is 30% or more. (Taverne, 2019, p. 15)

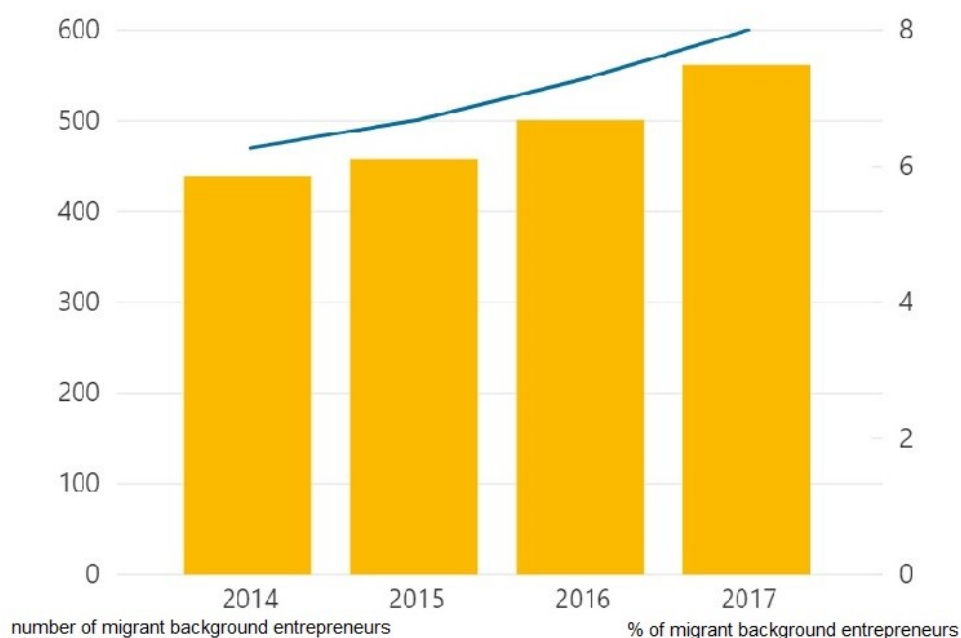


Figure 6: Number and share of migrant background entrepreneurs in Tampere compared to all entrepreneurs in Tampere. (Tampereen kaupunki, 2020)

The research behind this study is done by purpose to describe the ecosystem and entrepreneurial path in Tampere region. It is focused to find out how available and serving it is especially for the current as well as future migrant background entrepreneurs - are there gaps in the entrepreneurial path when it comes to serving this kind of entrepreneur. Moreover, entrepreneur needs to know where to find the answers to his/her questions, acquire needed skills and find the right approach to enter markets. This study finds out, if the ecosystem and entrepreneurial service path is bringing migrant background entrepreneur along the smooth continuous answer finding or it is putting person to stress situation and confusion, because of miscommunication between organizations, lack of guidance or other reasons. Finally, the question of how the entrepreneurial path can be improved and developed to extensive well serving cooperation framework.

Different perspectives can be subjective and vary from interview person to another person involved in empirical part of research. In this study, the main research context is the available business service path and how it can be improved in eyes of migrant background entrepreneur. The interviewees are selected to have a strong position in the represented perspective, like head of governmental department, experienced consultant working in a business field for many years and migrant background entrepreneur opening and running his/her business and reflecting to received guidance, help or other kind of service.

4.3 Data collection

The method of data collection used for this study was structured interviews with different profile people related to migrant background entrepreneurship. As described in the chapter 3.1., the selection of interviewees was focused on different perspectives in the focus of the migrant background entrepreneurship in Tampere. One focus group has been governmental perspective, where managers from the local municipality were giving their insights to the issue. Second focus group has been advisors and experts providing support and consultation services to the migrant background entrepreneurs. As third, nevertheless very important focus group has been experiences and opinions of the real migrant background entrepreneur in Tampere, who has been going through the service path and is able to analyse and share his-/her findings on the provided services or development ideas. A critical point of the selection was also to find and approach the right person from those 3 different perspectives, to find the most depth in opinions to the related issues and questions.

Interviews were conducted in time frame of one month, May 2020. There were selected 5 interviewees. Interviews were conducted online due to the challenging situation of COVID-19, where face-to-face contact has been restricted by the Finnish government. The interview language were English and Finnish and researcher was able to communicate relatively surely in those languages by having an international background herself and having another native language. There has not been a need to book a translator as all interviewees speak either English or Finnish. One of the interviews was

conducted in Latvia, which is researcher's and one of the migrant background entrepreneur's mother tongue. This particular interview has given an additional insight to the research as there has not been any communication barrier and interviewee have been able to reflect and express his opinion limitless. Researcher first approach was made via email, where researcher has explained the background of the research and proposed the interview date. Within the email, there has been sent a list of initial questions, which have been asked in during the interview.

Interviews has been conducted with a help of a Teams - application through which the interviews have been recorded for later processing. It has been very helpful in order to conduct the answers for analyse. This kind of approach has allowed to manage the flow of conversation smoothly and dive in to the topic within the limited time for the interview. Writing down a memorandum of the interview is braking the flow of and natural interaction. This way researcher needs to be skilled in fast writing and have high concentration skills to manage to put down the exact answer and point of the interviewee. Discussion during the interview should be on the focus of an attention instead of writing the dialogue down to paper or in digital way to computer. In some cases writing process can misguide the interviewee to focus their answers. Interview has to be as natural process of people discussing the topic as possible. (Kananen, 2013 p.85).

The collected data consist of interviews and observations. Questions for the interview (Appendix 1) was built on the theoretical framework of extensive service path described in Literature Review chapter 2.5. Questions were rephrased and referred to the interviewee's represented perspective. Descriptive profile of interviewees can be found in Table 1.

Table 1: Profiles of represented perspectives

#	Name	Represented perspective	Organization
1	Mrs. Nuppu Suvanto	governmental	The City of Tampere
2	Mr. Tommi Uitti	governmental	Business Tampere
3	Mr. Mikko Pesonen	business advisor	Business Engine
4	Mr. Oskars Zapackis	migrant background entrepreneur	MyEMS
5	Mr. Derek Correa	migrant background entrepreneur	IMAGEM creative studio

Mrs. Nuppu Suvanto is a project manager of International HUB Tampere in The City of Tampere Employment and Growth Service unit. Project activity aims to support the integration of international experts in the Tampere region. The activity covers support for migrant background entrepreneurs. Mrs. Suvanto has been creating a new entity, which takes over and focuses on the migrant background expertise and matters. She has gained the great knowledge and understanding within the newly created focus group.

Mr. Tommi Uitti is a startup community manager working at Business Tampere Startup Tampere entity. He has been involved in the very early stage of Tampere startup community and building ecosystem. Among the years passed, he has gained the great expertise on the existing situation as well as development directions and tendencies.

Mr. Mikko Pesonen is a senior business advisor and Business Engine unit manager in Tampere. He has 18 years of consulting experience. He is strongly focused and wise about migrant background entrepreneurs' and entrepreneurs' to be faced challenges. Mr. Pesonen's core expertise is on new idea development, new company establishment, innovation, marketing service business and market research field.

Mr. Oskars Zapackis is CEO of MyEMS Ltd. fitness studio. Mr. Zapackis is ambitious young entrepreneur coming from the Baltic States. He has been living in Finland about 5 years, owning company for 2,5 years. Mr. Zapackis has never dreamed of having a company before in his life. He has reached to the fast growing startup company from the very zero knowledge about how to practise entrepreneurship.

Mr. Derek Correa is a co-partner of a IMAGEM creative studio. Derek has come from Brazil to Finland a little bit more than a year ago as a spouse. He with his Finnish partner is entering the market recently and trying to find their niche by taking an advantage of local entrepreneurial support service path.

4.4 Data Analysis

Data analysis defines the process of how the data is evaluated. It describes the logic and process to analytical thinking of the gathered data. Data analysing is an important phase of the whole research after the data has been collected and conducted. During data analysis process the research is brought to the findings, conclusion and actual results. Qualitative data analysis relates to the activity and processes, which are utilized to provide a level of understanding and interpretation.

There are different methods and ways of doing data analysis. Data collection for qualitative research are gathered and conducted alternately. One way of doing data conduction and analysis is to build a system of phases described in Figure 7. The first phase presents data gathering from different sources and materials. There can be used different methods of data collection. For this research, there is gathered material from observations, existing documentation as well as interviews and audio recordings. Next step is gathered data conversion to the same format, which means, recorded material needs to be converted to written form. The thirds step is data evaluation. The text material is eligible to be sorted out by set criteria equally. During next step there is set the pattern by which is can be systemized and analysed. In this phase it is very important to focus on the research questions and problem and find out the right pattern to be followed while doing material analysis. This phase is not excluding the possibility of followed data collection and material conduction. If researcher has come to decision, that

data is not enough to do fulfilled analyse and come to conclusion, there is an option to come back to data collection phase. This kind of turn is giving positively giving more information to answer the research question more precisely. (Kananen, 2013, p. 99)

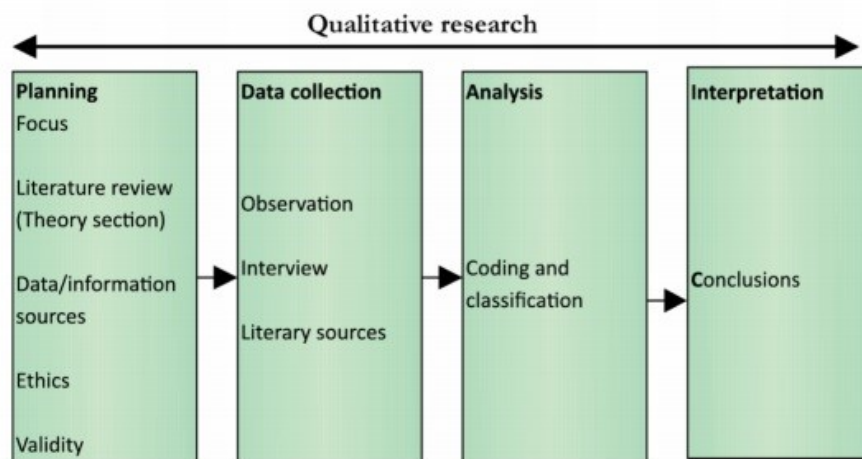


Figure 7: Phases of the research process in qualitative research (Kananen 2011)

The analysing pattern for this research was found during study of literature review of the topic. It describes the key points and important fields and features of the profound service path especially in the field of migrant entrepreneurship from governmental perspective. After defining fields and blocks of topic related interview questions, the data could be classified and collected together, which would give the better understanding of the analysing process and issue as a whole. Research questions have been strongly considered, while building the classification of key factors. Interview questions have been created based on the key factor classification. Figure 8 describes the classification used in this research.

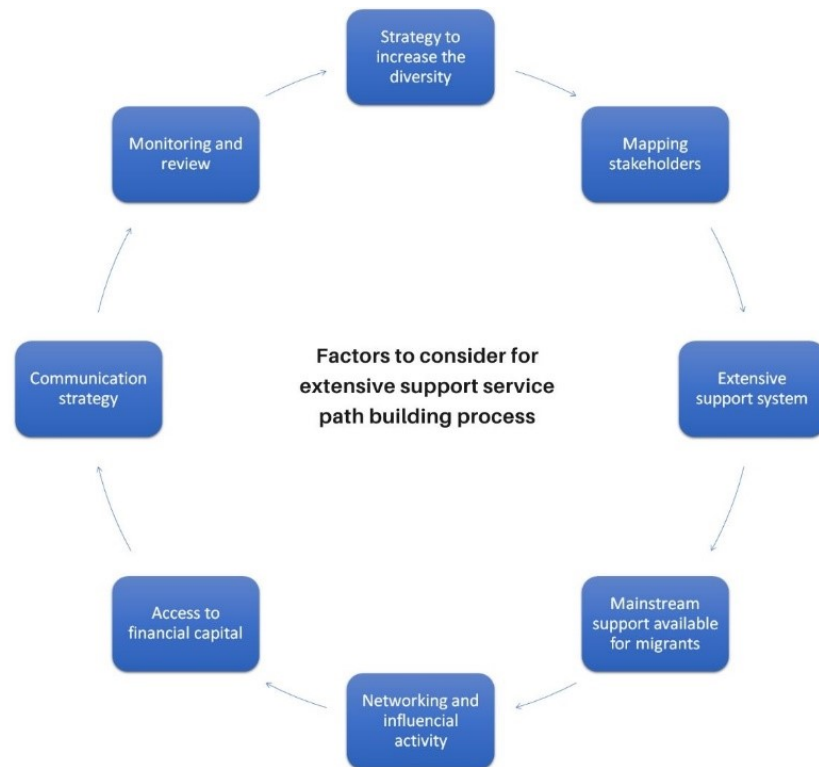


Figure 8: Factors to consider for extensive support service path building process.

4.5 Verification of findings

The result of the research done has to be reliable in order to classify the work as successful. However, there does not exist a common guide manual on the process of how to ensure the reliability of the results. The author him-/herself needs to trust collected data and method of analysis in order to find the result reliable. Research stability depends on the reliability. Research validity ensure that collected data is the right one to answer research problem and questions. Research stability is confirming that by doing same research, the result and findings will remain as in first research. (Kananen, 2013, p. 145)

When it comes to data collection method as interview, there will never be the same situation during the interview process itself. This is the reason, why we cannot ensure getting the same answers and result of repeated interview. This is why the research analysis has a very important role during the whole process. As in practise, the result depends very much on the cooperation between the author (interviewer) and interviewee. (Gupta, 2019, p. 39)

There definitely is multiple methods on how to prove the result is reliable. The very basic way of doing it is to ask the approval from the interviewee on whether the answers recorded and written down by the interviewer are correct. (Kananen, 2013, p. 151) Another more work consuming way is to do similar research, which includes similar activities and find out, if the result is bringing the same highlights and findings. This way researcher can ensure the

reliability of the research and confirm there is no misleading result. (Gupta, 2019, p. 40).

Interview questions have been created based on the key factors of having a complete service path. All the interviewed persons are strongly related to the research topic. Each one of them is somehow related to the field of migrant background entrepreneurship. The scope of the covered field is wide, made by purpose, to have a complete overview of the topic from different perspectives. All of the interviewed persons play an important role in the topic related ecosystem. All interviews have been recorded, which makes the data more depth-in and accurate.

5 DISCUSSION ABOUT KEY FACTORS FOR BUILDING EXTENSIVE SUPPORT SERVICE PATH WITH THE REFLECTION TO THE CASE STUDY OF THE TAMPERE CITY

Entrepreneurs are important group of economy all over the world. Entrepreneurship is risky, but practiced successfully, it can bring the wealth, increase employment and promote well-being even in national level. There are rarely someone, who is able to help them when they are facing difficulties. There are rarely someone, who is able to give supportive and good advice for renewing success. (European Commission, 2018)

Different cities in Europe are getting more involved in welcoming migrants and working on strategies on integration. Decision makers are looking for solutions, which would maximise economy in terms of migration. Despite of the migration flow in early years, migrant background entrepreneurship is still unexplored resource of economy. This is because there are other preconditions and recognition processes to go through, which governments state as prior to solve out. As described above, migrant has different challenges to enter markets of host country. Moreover, governmental institutions lack the understanding of the situation migrants are actually facing, therefore they cannot deliver maximum effective support for them to proceed with business plans and following actions. Entrepreneurship is a part of efficient economy and it can be a powerful factor for it's growth. By nurturing the approach and the way of support, migrant background entrepreneurs can speed up their integration process same time giving the boost to the economy.

5.1 Strategy to increase the diverse community of entrepreneurship

Governments of the cities needs to have supportive strategy, which increase the diversity among entrepreneurship community. Goals set in the strategy are describing the socio-demographic situation and how the city is implementing the diversity and supporting the process. Strategy highlights long-term goals as well as clear roles and responsibilities among key players within the field. The plan includes public as well as private sector. The strategy must to be built on the actual situation in migrant background integration with the focus on leading them to entrepreneurial path. There are many actors who are supporting the entrepreneur in the business path, but very rarely they are working together. This can be a great possibility for the city to find the role in the path and coordinate the ties between those actors. This way the strategy needs to be focused in strengthening cooperation, which supplies solutions for challenges faced by migrant entrepreneurs same time being in line with the overall tendency of diversity and migrant integrity.

Following questions should be answered in a context of building strategy for diverse community of entrepreneurship:

- Is there a clear vision of why migrant background entrepreneurship should be supported in a specific field/ area/ municipality/ country? How would it relate to the matter of increasing the diversity?
- Is there an existing strategy, which already supports migrant background entrepreneurship or a concept, which effectively cover the target group?
- Is there realistic and understandable project plan including goals, time schedule, financial sources and action plan as well as responsibilities divided between stakeholders?
- Is the strategy supported by all stakeholders? (Eurocities, 2018)

As for an example, The city of Dublin Integrations Strategy 2016-2020, one of the most important aims is to develop the skills of international talents as well as the potential of migrant background entrepreneurship. This is done by organising trainings and mentoring programs with different scopes to provide the necessary information and educate on the successful entrepreneurial path. (Brighton & Hove City Council and Brighton & Hove Economic Partnership, 2018)

5.2 Diversity in Tampere startup ecosystem and strategical work

From Mrs. Suvanto's point of view, there is a clear vision that diversity in the Tampere region should be promoted. It is taken into consideration in the Tampere City Strategy and especially International Talent Attraction and Migration Strategic Program that migrant background entrepreneurship should be more promoted. In that sense we can say, that there is a vision existing.

Mr. Pesonen describes, that immigrant entrepreneurship is generally viewed positively. However, very often it is understood as so to call "lower level" of entrepreneurship, meaning entrepreneurs offering basic services such as cleaning, pizzeria, small-scale commerce etc. On the other hand, immigrants with a university background who have come to Finland to work or study at universities or research institutes are understood better. This group is very active in the startup scene. There is a rather large number of people who have made to get so-called normal jobs (i.e. not "basic jobs" or "demanding university jobs"). These have come to Finland most often through a relationship (love). This group is perhaps the most demanding of the three groups in terms of developing entrepreneurship.

As Mr. Uitti reflects, from the policy makers' side in different levels (national, local) it is very clear that we need very diverse startup ecosystem. From the basics, they understand that the uprising entrepreneurs could come from anywhere and with any kind of background. Mr. Uitti is pointing out, that the strategy to increase the diversity takes place already then, when potential entrepreneurs still lives abroad. Strategy should cover inclusive complex, which includes the process and discussions with migration institutions. Officially the process is clear, but when it comes to the practise (from the migrant point of views), it could be more precise and faster with inclusion of advisors or support packages, when needed on the related topics in order to go through the path successfully. As Mr. Uitti knows to state, that other

European countries are providing support much more for entrepreneurs, who are willing to relocate to their country by giving investments with the process to ease the start. In Finland we do not have this kind of the support system in place.

From Mrs. Suvanto's experience as in a position of managerial level, she confirms, that there are more and more tendency to involve stakeholders to the strategic work and develop agenda together. Strategy of International Tampere (the Talent Attraction and Migration Strategic Program) has been planned and worked out with a tight involvement of related stakeholders who work and provide services for migrant background entrepreneurs in a strategic level of planning. Mrs. Suvanto agrees, that target group of migrant background entrepreneurs are not covered in the strategic work with the straight focus on their profile and needs. Strategy and vision is always planned ahead and helping to set goals for the future. Only now concrete services and actions are starting to take place in the ecosystem about how to make services for especially migrant background entrepreneurs. For a long time, the topic has not been active and interesting enough. The development and planning work is still in the process, and from Mrs. Suvanto's point of view, it is going to the right way.

Mr. Pesonen thinks that not everyone is aware of the strategy. In theory, they believe they know a lot about it, but if they themselves have no experience of working with immigrant entrepreneurs, then they hardly properly understand the situation of migrants. Mr. Uitti agrees, that the stakeholders' understanding of strategy goals and objectives could be always improved. As Mr. Pesonen points out, hardly different members of the community have a very common view on the issue, especially on a practical level. Strategy work and papers are delivered primarily in Finnish and the migrant startup entrepreneurs are not clearly stated in there. It is kind of assumed that they belong to the general group of entrepreneurs. They are not identified as a separate target group itself for clear focus. As Mr. Uitti highlights, he as a startup community manager face very different basic questions from people who are not yet in a field and who are still considering the options. These questions include topics about how to do business in Finland, how to deal with regulations, where to get guidance and expertise, how does finding funding works in Finland etc. There is a clear need for information. This information should be disseminated as a communication matter and discussed in a strategy level. At the moment there are many bodies and agencies, who are supporting businesses, which is good. The challenge here is that do they really consider responsibility of gathering this kind of information and later on disseminating it. Business Finland has this responsibility partially, but as Mr. Uitti admits, there could be done much more.

From the Mr. Pesonen point of view, he do not believe that there is a comprehensive strategy anywhere in Finland. But in Tampere, for example, it is good that there is invested properly in the subject. There are shortcomings in mainstream business counselling as well as in migrant entrepreneurship counselling services in many cities / municipalities. It would be essential for

immigrants to have one service point / online service, etc., which would act as the first advice point, from which they would be directed if necessary.

The supportive communities and organisations should be created with the involvement of migrant background entrepreneurs and entrepreneurs to be. A successful example has been building Tribe Tampere open community, where migrants have taken an important role in activity building. There has been received international feedback from business people outside the Finland, that it is one of the most welcoming and most inclusive startup community and platform for people considering entrepreneurial path. There is a potential to spread this kind of culture. Tampere is still in the progress. Another important point in strategic level, which Mr. Uitti points out, is startup House Platform 6, which will start their operations in Autumn 2020. In its' strategic planning it involves the diversity and it is meant to serve internationals as well from the day one.

Mr. Pesonen confirms the idea of supportive community organisations is that migrant entrepreneurs should be encouraged to co-operate and participate events, seminars and other activities with native Finnish entrepreneurs. Far too many migrant background entrepreneurs are spinning in their own bubbles and e.g. migrant entrepreneurs in university circles. On the other hand, they spin in their own bubble of international students and startup community. As he admits, the interface with "normal Finnish society" is perhaps too small.

5.3 Mapping stakeholders

There is a need to map all stakeholders in order to understand the real situation, and based on the analysis, understand the gaps of support. It is important to include to the process entrepreneurs themselves and understand, what kind of support they need for them to be successful. The city should analyse whether there are difficulties for specific groups of migrant entrepreneurs and what is already available for them to get the support and benefit from the service. Government needs to have the understanding of profile of migrant entrepreneur, their needs and actual motivation factors within the host country. It is important as these differences between migrant and local entrepreneur are going beyond the simple distinction that comes in mind when thinking of the topic. Within the community of migrant entrepreneurs there are different background people with different needs. For instance, there are specific migration related challenges for newcomers and refugees, while other migrants are facing other kind of challenges because of their background, like level of education or needed skills for running a business. In order to provide inclusive support path for this group of population, it is important first to gain the knowledge and understanding of the target group.

Support questions to review involved key players:

- What is the communication between stakeholders and key players (city's administration, chambers of commerce, business associations, and educational institutions)? How available and effective it is?

- Are opinion of the target group (migrant background entrepreneurs) heard and is it taken into consideration in discussions?
- What is the availability of the information related to movement flow of migrants of different backgrounds?
- Is the action plan based on research studies and trustful up-to-date statistics? (Eurocities, 2018)

The Dublin Institute of Technology's Institute for Minority Entrepreneurship has done a research and mapped profiles of migrant background entrepreneurs present in Dublin and Cork. Research had given date about their characteristics, faced challenges as well as given reflection to their interaction to business environment. Research results were giving clear picture on the available support services and business environment. (Cooney, 2008)

5.4 Stakeholders communication in Tampere startup ecosystem

To the question if there is a communication between stakeholders involved in the field of supporting entrepreneurship and covering migrant background people as well, Mrs. Suvanto reflects as during the last year the communication has improved. A good development has happened. However, when specifically talking about the target field of migrant background entrepreneurship, the negotiations and discussions has not been that concrete. The joined effort has improved a lot and many organisations are targeting common goals. Mrs. Suvanto admits, that migrant background entrepreneurs are not involved to the policy development process as such. There does exist MaNe (Maahanmuuttajaneuvosto - Immigrant Council), which is important group or representation of different institutions, that is giving advice on the policy level as well as on the practical level work. However, the group might not be efficiently focusing on the migrant background entrepreneurship issues. The communication should be definitely more improved and needs should be taken more into consideration.

Mr. Uitti states as a fact, there are more organisations having a stakeholder's role in the system. Startup ecosystem is organised by Business Tampere. International HUB Tampere is having a responsibility on international attractions. The City of Tampere Employment and Growths Services should be serving international job seekers and entrepreneurs as well. Responsibility structure could be more structured and cleared out for field players so that it would be clear about who should encourage the action in the field and provide, purchase or enable services. There should be created such environments for service providers that they would be actively looking up for solutions in the field.

From Mr. Pesonen's perspective, there is far too little practical communication between stakeholders and service providers. Chambers of commerce usually do not know much about migrant background entrepreneurship, they are more of a general interest organization of companies. Educational institutions focus only on their own international students. Basic business counselling (as an example Ensimetri) focuses "only"

on “basic” entrepreneurs. He thinks that migrant background entrepreneurs and challenges they are facing are hardly considered and they are not involved in the process as a group itself. Their needs are not sufficiently taken into account. The challenges migrant background entrepreneurs face the most are not so much as a lack of business expertise, but rather an understanding of the Finnish business world, culture, markets, competition and customer needs. In other words, they do not know enough Finland as a whole.

When asking, if there exists or are enough of data about migrant background entrepreneurs, Mr. Uitti comes in with an example. Business Tampere is responsible to do startup survey among entrepreneurs in Tampere. There are not identified target groups based on entrepreneur’s background. This is an excellent point of view and the matter should be raised up to clear out this kind of data. Most likely this can be a reason why decisions, which are made, are not relevant to the target group of migrant background entrepreneurs as such. The amount of international entrepreneurs in Tampere is still not very high. They take less than 10% of all the entrepreneurs in Tampere. This number should grow. The early ones starting their business here are facing a lot of difficulties and because of this the public support should be developed to serve the target group more efficiently.

Mrs. Suvanto agrees, that there is not enough data collected to be analysed. There is not enough of information of why would we need the data. During Spring 2020, when different initiatives covering migrant people target group has been active, it has become more evident, that we do actually need this kind of information. Data collection would definitely require depth collaboration with stakeholders involved to the field, as due to privacy legislation, it is not easy to get these kind of information and data.

Mr. Pesonen points out that there are such information available as administrative data, i.e. year of establishment, turnover, number of employees, industry, etc. But then there is much less information related to migrant background entrepreneurship, which is successfully practised. This kind of information is what the city of Tampere, for example, needs in planning the services for entrepreneurs including migrant background entrepreneurs. As a suggestion he comes up with the service design method, which could be used to gain better access to the “entrepreneurial path” of the migrant background entrepreneur. As a result, a few (at least five) cases would be created to better outline the whole migrant background entrepreneurs’ situation and the need for services.

5.5 Extensive support system

The effective support system is led by the responsible key players and service providers. The city should support and encourage coordination of available support services, which would be available and effective support for migrant entrepreneurs. In a case when there is no systematic and continuous support path, stakeholders should address these gaps and find solutions together. The main role of the support system is to provide the sustainability of businesses and projects, increase the understanding of the risk while practising the

entrepreneurship as well as to provide the knowledge about local market and assist entrepreneurs in the later phase after starting a business. The city's role in the support system is to have a relevant list of available support services for migrant background entrepreneurs. The examination of cooperation between stakeholders and service providers would point out the gaps for the continuation. The stakeholder cooperation analyses helps to find the weak points in the service path as well as to decide about how to find the solution and fill in the gap. This way there is a great possibility to explore the possible partnerships between public and private sector in order to build the support system together.

Following questions should be well thought out, when developing extensive support system:

- Is the palette of provided support services updated regularly?
- Is the selection of supported services easy approachable by migrant background entrepreneurs?
- Are relevant stakeholders involved and engaged to the support system creation and development?
- In which company's life cycle stages support system is offered? For how long does it serve its customers?
- Who is taking the coordination role of the system? Is it city's administration or any other institution/ organisation?
- Does the city encourage the ecosystem and communities to develop new services (including private sector, exploring new initiatives and partnerships)? (Eurocities, 2018)

In Vienna there are organised "project consultation days", where entrepreneurs have a possibility to have a consultation with lawyers and representative persons from business related organisations. This project engage all SME entrepreneurs as well as migrant background entrepreneurs. (European Commission, 2018)

In Rotterdam, the city has developed a sustainable support program for migrant background entrepreneurs living under the poverty line. In the cooperation of the University and foundation of former entrepreneurs, they have contributed to provide sustainable long-term support over 1000 entrepreneurs over the last 8 years. (European Commission, 2018)

5.6 Business support system in Tampere region

Mrs. Suvanto highlights, that selection of support services are easy approachable once migrant background entrepreneur finds it. The communication and marketing should be more developed and promoted. During last years, the City (as well as other stakeholders) have been developing services so that they would be accessible to the migrant background people target group as well. To make total service tray for entrepreneurs requires a lot of background work. The process is still ongoing. However, Mrs. Suvanto believes, that once the entrepreneur finds at least one of the service in the whole system, he is guided to get familiar with all the

service tray available. Service path definitely should be developed so that person can understand the whole support system as such.

From Mr. Uitti's point of view, there is no clear service structure. When the need comes, there is a confusion among the target group of where to look for the guidance. In an addition, there are special questions, which come from the migrant, which never would come from the native one. This aspect should be taken into account in service support. For this reason, there could be created startup-kits or guidance-kits to promote the entry points. There is a lot of information, but it is available for general entrepreneur. It should be tailored more carefully for migrant background entrepreneurs. One of the reason for this situation could be the low amount of the migrant entrepreneurs in the area. This group of people might not be considered as important enough. As mentioned before, the number should be growing and service providers or initiators should pay more attention to it. This is at the same time political level decision to be made. More studies and researches around the topic could highlight the politicians and decision makers to push the agenda forward.

Usually the problem comes within some other occasion. Migrant entrepreneurs are raising the issue in bureaucratic circles, are confused with some regulation, or is maybe facing some other problems like finding financial capital or customers. They don't know usually where to make the first contact and ask for the advice. There is no clear point of contact exactly for migrant background entrepreneurs. Startup department in Business Tampere organisation has all the information in English, but the service structure is still confusing and not helping to solve out the issue. As another aspect influencing the topic Mr. Uitti mentions that migrant background entrepreneurs not necessarily see the difference between public or private services. Among those people there are a confusion about how Finnish society works. For native Finnish people it is easier to understand the public sector role in the whole system. People who come from some other countries, their understanding of system can be very different. In Finland we have a strong public support sector. Many migrant background entrepreneurs don't see how the public service is build and how you can benefit from the available service.

Mr. Pesonen's experience highlights following - the services themselves are easy to use if you are aware of them. Not all potential entrepreneurs know about available support services. The TE Office has an important role here to play in the whole system. For example, the Yrittäjyysbuusti platform is a good opportunity, which gives productive support service for free. Unfortunately, it seems that migrants are not aware of this service and they don't benefit from the selection in satisfactory level. Another point would be that Ensimetri support organisation serves the biggest part of the target group of migrant entrepreneurs when they are maybe lacking the expertise skills or not guiding to the other support services around the area.

Mr. Pesonen mentions, that language and entrepreneurship training is a good place to inform migrants about entrepreneurship topics. The support service organizational institution should definitely be the City administration. Others

could be only partners or subcontractor for some services. Migrants have never been a good customer group for other businesses due to time consumption in serving process and low ability to pay for received service. Private sector get interested of the target group, when public sector is paying for the bill. Others may develop services, but there must be clear information about who pays for the services.

Mrs. Suvanto agrees that the support service coordination role should be given to the City administration in order to promote both, the public services and bring more visibility to the private service providers. The City administration should be like a platform, which link to each other different customer sectors - individuals, entrepreneurs, companies, etc. This kind of platform helps each group to grow, operate and flourish. The City's role would be a key to the successful participant activation by giving chance and access to enter the circle, support organisations and groups to become an ecosystem.

From Mr. Zapackis point of view, it is very easy to approach the support system and reach out for help and advice. To find the information in English, where to go to look for help, is very easy. Mr. Zapackis is a very good example, where person starting a business has no any relevant experience or knowledge on even where to start looking from, when thinking of some business idea. By searching the information in Google for where to find the guidance and needed support has been easy for him, not even knowing the Finnish language. He has been able to find relevant information quickly enough, get in touch with people providing advice, organise meetings with them as well as get guided forward to the actual expert on the topic/in the field. From the entrepreneur point of view, nowadays this first entry and first aid kit services for the entrepreneurs are well developed and growing by the demand.

Mr. Correa has the same opinion about the supported service system in general. It is good comparing to the background he is coming from. The first entry point he can think of and have heard around from other starting entrepreneurs is Ensimetri. On the question, if he can name any other organisation, which provide support in early stage, Mr. Correa mentions Business Tampere, from where he has got some guidance. People has been approachable and willing to help. However, entrepreneur reveals, that it has been his Finnish partner, who has helped to find the first entry to the support services. It has been hard to find the right institution and key persons who would guide him further.

The structure of supported services is unclear and the "owner" of the advice or provided support remain unknown. For instance, Tribe Tampere open format community is offering kick-off support for the future or existing entrepreneurs, but the ownership or the initiative builder is unclear, therefore it does not help out to evaluate or structure the service you could benefit from. Sometimes it is not very relevant to know the ownership, but in some cases it might be easier to understand what kind of advice, help or guidance you can expect for by understanding, who organises the service. In a way,

entrepreneur is left on his own to succeed based on his own skills, knowledge and experience on how to look for advice and support.

By Mr. Zapackis, the ecosystem is taking its role on encouraging entrepreneurs to start new initiatives. When the environment around us reveals the great innovations, different projects of field development and how the City management succeeds with their plans and full speed aims for the maximum growth, it makes others to join the ecosystem, follow the path and believe in their future success. Tampere City inspires people and give the motivation on daily bases on the entrepreneurial field. Seeing the City growing, you feel right and motivated to grow along way and give your efforts to common goals in social level as well.

However, Mr. Correa is in different thought about entrepreneur encouragement from the City. He himself has been pro-active, which has brought him to the point of where he is. From Mr. Correa's point of view this is the way how it should be. Entrepreneur has to be motivated himself and pro-actively looking for development of the company, from wherever he can receive it and reach the goals. There is a need and it is nice to see, that government understands it and is interested in the topic, but it is not enough without following actions.

5.7 Mainstream support availability for migrant background entrepreneurs

General support service selection should be available for local entrepreneurs as well as for the migrant background entrepreneurs' community. There needs to be identified access barriers for especially migrant background entrepreneurs. Barriers should be analysed together with stakeholders and cooperation partners and solutions for removing those should be find together. Services which serve entrepreneurial community needs to be easy accessible and be able to serve wide range of customer group. This way mainstream support services have to be inclusive and offer different information, informative material and knowledge. Provided service selection need to serve different groups depending of customer background (depending on level of education). Different variation of informative format can be a successful and cost-effective support tailoring to migrant background entrepreneurs needs. Formats can be different info sessions, learning courses and shorter period intensive trainings, including nowadays trend of digitalization, therefore utilizing online network tools and possibilities.

Guide question for mainstream review and development:

- Are the mainstream business services available in other languages? Does the staff include diversity and serve people accordingly? Are intercultural skills of the staff developed and does it reflect to results and customer feedback?
- Are services shared, spread and advertised well enough? Is the message reaching out to potential customers - migrant background entrepreneurs? Which channels should be used for better communication?

- Does employment and immigrant integration services provide supportive information about entrepreneurial path? Does the given information links to the mainstream support service selection?
- Is it possible to customize available support services to special target group with specific needs (e.g. length of stay, educational background etc.) (Eurocities, 2018)

The High Commissioner for Migration in Lisbon started a business related project to show the high rate potential of refugee entrepreneurs. The project offered individual meetings as well as necessary formulations and documents. The project launch was strongly engaged to activity of local business organisations. (European Commission, 2018)

5.8 Mainstream business support services in Tampere region

Mainstream business services are being active and developing their services accordingly without any special focus on the migrant background entrepreneurship as a separate customer group. The main set for the mainstream service support is that it is available for all entrepreneurs despite of the background. And it should be so, as Mrs. Suvanto states. It might be too narrow approach. There might be different reasons for it as limited resources, no available data about the target group, not enough of expertise from the advisors' or organisations' perspective. Stakeholders should be brought together and services should be more communicated and marketed, this way making the whole system more flexible for serving the need. As Mrs. Suvanto points out, lately there has been rising up more organisations and project around the agenda to support migrant integration, including guidance on the entrepreneurial path. This way the whole system has more shoulders to tackle the matter. By seeing those new initiative raising, Mrs. Suvanto highlights, that the City level and strategical goals are going to the right direction.

The identification from the target group and awareness among migrant background entrepreneurs should be more developed. As Mr. Uitti points out, we should increase the data we have about migrant background entrepreneurs and research more their situation. After having this information, we could improve the communication and support services. All start from the awareness and data would be very additional tool to benefit from during the process. The real situation is that it really depends on the service provider of how aware they are themselves related to target group of migrant background entrepreneur. Generally, in a service system there is a variety of how much we are able to provide the support. Migrant background entrepreneurs need more of a support. They need more of a basic information. Servants need to do more things on their behalf in order to efficiently support. As our work very often is monitored and evaluated by KPI of how many contacts you have made, it could be in a general level a productivity counter to concentrate a lot in one individual case and deliver the best outcome. Mr. Uitti calculates that during the serving time of one migrant entrepreneur, he could maybe help 2 to 3 other entrepreneurs. This logic might lead to the situation where migrant background entrepreneurs might be underserved in some circumstances. If the managerial level, which

is planning resources spent for the service provide, are not aware of this aspect, it is not going to solve the problem. Giving the permission to spend time on these migrant background entrepreneurship cases would be great step forward.

By Mr. Pesonen, there is little diversity in basic business services, such as Ensimetri organization and other business centres. However, there is more diversity in different projects lead by the organizations and the City as well as cooperation and initiatives created with universities. The desire to serve migrant background entrepreneurs exists and the attitude in general is positive, but it is still hardly possible to settle into the status of a migrant background entrepreneur and understand the challenges of this target group.

From Mr. Pesonen's point of view, the message about existing support services is not reaching target group properly. Too often, an immigrant entrepreneur may be in a situation of "not knowing what they don't know", therefore it would be good for a migrant entrepreneur, especially in the start-up phase, to have some personal adviser/sparrer to help during the start-up phase of the whole business.

By Mr. Zapackis, message about the support services available is not reaching out to the target group neither. The key to the success is your own motivation to achieve the goal. Once you start searching for it, you do get to the point and receive guidance you have been looking for. The bigger problem in benefitting from the existing support is that you don't get to know about service, before you start looking for it. It is not possible to think about using service, if the service provider is not making the service visible and not letting the world know about its' existence. If you don't see the advertisements of offered services, you have to be pro-active yourself and search for them based on the keywords, for example, "support entrepreneurs Tampere nearby" etc. The result of the search is up to the entrepreneur's skills to find the information and support groups. Again, the search findings can be limited because of service description exclusion of English language. Very often Mr. Correa has faced the challenge of being noticed because he lacks the Finnish language skills. The door is not very open for people, who has just arrived. Finnish language is difficult enough to not be taught in a short period of time. The government and support service providers should take this factor more precisely to the consideration.

Support service for migrant on integration issues are not marketed well in Tampere, weather it relates to finding job or starting an entrepreneurship. Actually, the service is not advertised at all, from the locally living migrant point of view. Nowadays it is more than elementary to target precise audience, therefore it seems that the City has not a clear strategy, execution plan or even focus on reaching out to this migrant target group. As for Mr. Zapackis, he has not ever seen any advertisement related to migrant integration services including encouraging migrants to start their business and having a support point or organisation, which helps on business matters during his integration path while being unemployed or when starting his business.

Mr. Correa agrees with the statement, that available support services are not marketed enough. The information is there and there is a lot of beneficial information offered. The information is not a problem; it is very relevant to the topic. The marketing language and the ways of getting to it is difficult and complicated for migrant background person's perspective. You need to know somebody to get the information; you need to have a network ready in order to fit in.

Mainstream service support is supposed to give the foundation and base for entrepreneurs to find the answers and needed guidance. Existing entry point in Tampere from Mr. Zapackis' point of view is providing the further guidance to the professionals on the matter. This service has been provided by the Ensimetri organization, where Mr. Zapackis have received good service and found answers to his questions. He has been provided with basic steps everyone should know when starting entrepreneurship.

5.9 Networking and possibility to influence the support system

One way how to support migrant background entrepreneur integration into society is to encourage networking possibilities, this way helping entrepreneurs to wider their professional networks and be able to create new local connections. At the same time there needs to be the entrance possibility to communicate with governmental institutions and highlight the actual situation in the field to decision makers. Access to different business related networks opens possibilities for migrant entrepreneurs to find potential business partners, clients, suppliers as well as find new opportunities for resourcing of capital. Important influence of networking opportunities is peer support. It is important that migrant background entrepreneurs have the right and access to influence the governmental guidelines, which way they can identify themselves as a part of community and networks, this way feeling important to the whole society.

Main questions for the review:

- Does networking events organised around the area include migrant background entrepreneurs' involvement? Are they participating those events?
- Are migrant background entrepreneurs present in stakeholders' organisations? (Eurocities, 2018)

In Amsterdam, there are opened multiple community hubs for local as well as for migrant background technology entrepreneurs. Within those hubs the communication and networking possibilities engage different stakeholders, like founders, developers and investors. There are a strong focus on organising networking meetings this way giving opportunities for online and real-time meeting possibilities. (I Amsterdam, 2020)

5.10 Networking possibilities in Tampere ecosystem

The number of organised business events in Tampere region is definitely increasing, especially the ones, which are targeted to international talents and migrant background entrepreneurs. As well as the number of participants to those events is increasing, as Mrs. Suvanto has noticed. Therefore, we see arising new international talents to participate the ecosystem. Mostly the migrant background talent biggest challenge is that they don't know from where to start, when having a business idea. The issue supportive projects and session are needed to be organised in order for them to provide the entry point and clear out questions, which might affect the future decisions. The City's role should be boosting those kind of initiatives. The choice of the language of organised event as well as the marketing should be delivered in a process of careful planning. Organised events should be more flexible in a sense that it covers both - Finnish and English speaking pools. That would be a good start to initiate the practise. There are many of those English speaking entrepreneurs, who would like to join the event despite the organisation language is Finnish. This issue should definitely be taken into consideration, when thinking of mainstream service flow. It would be very additional to talk about this topic to other stakeholders, learn from their experiences and each other.

Mr. Pesonen states, that startup scene in Tampere area is very suitable for good educated immigrants. As he says, there is very much lack of network possibilities for basic level migrant background entrepreneurs. Mr. Uitti knows to state, that generally, migrant background representation in organised events around Tampere area is very active and in high rate comparing to the amount of migrant entrepreneurs we have in the ecosystem in total. Usually migrant entrepreneurs are so much more active than locals in all service lines. They might have been used to this kind of attitude in their life that they need to work a lot for them to reach what they want to achieve. That is a positive thing in many ways. Entrepreneur spirit is usually very high among migrants. If they just would have tools and means and they would know how to operate them, there would be the biggest potential for the growth in national level to promote the economy and connections. A more complex question is about migrant background entrepreneurs joining the flow of events organised in Finnish language. As identified, there are different background entrepreneurs - the ones, who understand Finnish at least at some level, and the ones who don't. Based on this classification there are different reaction pattern. There are no data about how much of the events are organised in English, how much of them are held bilingually and how big part of the all events organised within the area is Finnish flow. If the event has a startup agenda, it will be most likely organised in English. Majority organised by the Business Tampere, Tribe Tampere and future entrepreneurial house Platform 6 are and will be organised in English. Language as such from Mr. Uitti's point on view is not an issue. The challenge might be more related to migrant background entrepreneur's feeling to be included to the community and if they know how they would reach the place in the first place. The first year is the hardest part of whole process. If they have found the right

connection which they can trust and who is really investing time in advising them, that might be a key to enter the community.

Language factor is a complex issue to be considered. The validation point is to merge the migrant flow with the local one. This point of view could be definitely encouraging and promoting the cooperation possibilities and opportunities among the entrepreneurs themselves. As Mr. Uitti highlights, when it comes to the local entrepreneurial flow, there is conflict on the language issue. The average local entrepreneur have a decent knowledge level of English and he or she, comparing to other European countries, is flexible in changing the communication language. Migrants have their challenges and we do need to raise our awareness about them in order to serve them better. Startup events by the startup definition (max 5 year of age of a company, which is looking for a growth and internationalization) are hosted in English. If there is an event or info session about more basic level business matters, they will be organised in Finnish. That is the culture in the circles. If we think about local entrepreneurial associations, it is 99,9% of the activity is happening purely in Finnish. That is why they don't get international people to join the associations. Because they don't get those members, they don't start to have more of an English speaking trainings and events.

From Mrs. Suvanto's point of view, The Tampere City administration has the connection to migrant background communities and talent pools. They are aware of them. The challenge over the connection is that it is not delivered particularly on the scope of migrant background entrepreneurship. The City has been involving for year also the migrant background communities in reaching out to all citizens of Tampere. As a discovery during last years has been, that percentage of entrepreneurship in those migrant communities are rather low. It would question, if those communities are the right channel to reach out for migrant background entrepreneurs. It is difficult to relocate and reach out to them. This is the matter the City is looking into now of how we can find migrant background entrepreneurs and how can we reach out to them better. However, it is obvious that the task is not easy to deliver. There is no the one place for migrant background entrepreneurs to be located at.

From Mr. Pesonen's point of view, there is a lack of migrant background entrepreneurs presence in the stakeholders organisations or organised events. ICT activity field can be a different exception as the field itself is fast developing and relatively important for the national economy and well-being. Mr. Pesonen thinks, that there is not enough of a connection and collaboration between mainstream business representation and migrant communities.

Regarding migrant background entrepreneur participation to the events Mr. Uitti likes to mention that entrepreneurs should be with a very flexible attitude to survival. There are sometimes good reasons for the event to be hosted in Finnish. One of the reasons might be that the person giving the training, does not have a proper knowledge of English language. Another reason is that Finnish people (even young ones) require to have a basic information about business practicing in their mother language. We cannot

force them to manage with the information gained in English. If we host everything in English all the time, we are excluding a part of the local inhabitants and entrepreneurs as there exists a following behaviour pattern - event is organised in English, it is for internationals, I don't participate it as I am a local. The need for understanding comes from both sides.

Locally organised networking events from entrepreneur Mr. Zapackis' point of view does include the migrant background entrepreneurship participation. Again, the ability to participate depends on the entrepreneurs' social skills and personality. There are many events organised in Finnish, which requires the language understanding in order to listen to the speakers. However, networking part of any event can be realised in any other language suitable for participants. Networking is very crucial part of successful business growth and development, therefore nobody in this free world should be limited on this matter even when stepping in to local Finnish flow. From Mr. Zapackis' experience, migrant background entrepreneurs are attending events organised in Finish, thou there is a huge potential to develop the mixing of local and migrant entrepreneurs to network together and find cooperation possibilities. Mr. Correa has a perspective, which reveals the difficulty to find events organised in his field. Event organizers should be more active and present and market their activity more determined, if they are willing to reach out to entrepreneurs. Another questions is, if they are willing to cover migrant background entrepreneurs to the customer group. As Mr. Correa have noticed, there is like a net among migrant background people in Tampere, but it does not really exceed the border and link to the integration to local society.

By the people nature it is clear and understandable, that migrants are afraid and don't feel comfortable to attend events organised in Finnish language in case they don't understand Finnish. When there is a language barrier, person feels discomfort and has doubts that he will not gain what he has come for. To the fact there are different types of personalities existing, like people are extravert and introvert, which makes the networking and communication practise more descriptive and versatile.

From Mr. Zapackis' perspective, there is a huge lack of migrant representation in stakeholders' circles. There are very few organisations, which focus on the migrant networks and community as such. For instance, JCI Tampere activity is entirely organised in English. At the same time he states as an example the Chamber of Commerce he finds not useful for his business related to migrant background status and knowledge and skills the status brings to him. From Mr. Zapackis' point of view there is a huge lack, because very small part of entrepreneurs know about their existence. It would bring definitely an advantage to the associations, organisations as well as to the migrant background entrepreneurs and local ones to make stakeholders' activity available for all entrepreneurs as such and promote the organisations' visibility, accessibility and serving level. As Mr. Zapackis states, advertisement is a key.

Mr. Zapackis highlights, that connection and communication with migrant communities from governmental perspective is very low and inefficient.

Existing migrant communities in Tampere area are well organised and their management is taking care of the positive and qualitative microclimate within organisations. It is beneficial and would be a great point for the city to reach out the target group and show the interest on their supportive success. As Mr. Zapackis has noticed, the communication model is like this:

- if the community is going to ask for support from the City, it is going to be a very long and complicated process;
- if the community is reaching out to the City with solutions, communication and decisions will be made very fast.

It is very important to know, which direction the communication flows and for what reasons.

Mr. Correa admits, that he has not heard much of entrepreneur communities, HUBs or groups, which would support and courage the migrant entrepreneur activity as a starting point for the topic. He has felt very excluded although has been pro-active and tried to build the business network and find the business path himself.

5.11 Access to financial capital

Finding financial capital to support business very often is one of the key challenges not only among local entrepreneurs, moreover among migrant background entrepreneurs. It is important for the whole ecosystem and business community development to lower barriers and make credits or investments more accessible. The economic situation and development in the past has narrowed down the possibilities for capital assessment, especially for the ones starting a business. It needs to be taken into account that for the migrant background entrepreneurs there are more obstacles coming on the way, when searching for business or project financing. Often migrants does not have the credit history in the host country, which makes financial institutions to consider them at the customer group of high risk. Cities and entrepreneurial communities can come in-between this process and lower down access barrier by collaborating and negotiating with banks and other financial capital institutions and companies and make funding possible.

Guide questions to find out the availability and accessibility of financial capital:

- Are there any training for entrepreneurs about communication with financial institutions? Is there possibility for migrant background entrepreneurs to participate?
- Is the government negotiation with financial institutions on how to lower the barriers and ease procedures and requirements?
- Are financial institutions aware of the real situation among migrant background entrepreneurs?
- What alternative financial sources there are available, if private investment is not possible? (Eurocities, 2018)

The municipality of Utrecht is giving financial support based on state benefits for people, who want to become entrepreneurs and have viable business idea. The form of the support is loan, which can be up to 30 000 euro. Every year

there are about 1000 applications, from which about 25% get the positive decision. This service is inclusive and available for locals as well as migrant background entrepreneurs. (EnterNetwork, 2019)

5.12 Financial capital availability in Tampere region

As for Mr. Uitti's knowledge and understanding, there is no negotiations happening between government and financial institutions about how to lower the barrier for getting the financial capital for migrant entrepreneurs. Nor Mrs. Suvanto is aware of any concrete ideas of which would follow any implementation practice. However, Mr. Pesonen knows to state, that there are couple of options in cases the entrepreneur is looking for financial support: migrant background entrepreneur can also get a bank loan and/or Finnvera's guarantees. As a challenge there might be the fact, that migrant entrepreneurs' business plans are not always as detailed as those of the native Finns. There may also be a lack of knowledge of the operating environment, and this may be reflected in minor deficiencies in the business plan. These aspects might slower down or raise other kind of challenges for getting financial support. Start-up grant money provided by the government is always a good option for migrant background entrepreneurs. The criteria are exactly the same as for native Finns. Thou, for some business sectors, it is more difficult to obtain than for other sectors, for example cleaning, pizzeria, etc., which are more represented by migrant background entrepreneur.

Mr. Zapackis knows to say, the service for gaining financial support is easy approachable and it is easy to get positive decisions on funding matters. It doesn't mean, that each and everyone not depending on the business idea, can get financial support. From Mr. Zapackis' point of view, the evaluation scheme is professional and there are many options to get financial support even if you don't have the possibility to sponsor your business idea with private capital. It is easy to follow the evaluation of any loan application process and understand the logic behind it. The application process is appropriate and professional. Finland has many options, when it comes to finding financial capital for business realisation.

The starting grant is not difficult to get from Mr. Correa's point of view, if you have related background. There are different ways for the capital to apply for. There are support vouchers available. There are opportunities to figure out the appropriate way on how to get funding, thou at the very first sight it seems to be challenging topic as such. Once you know the information, it is very straight forward. Again, Mr. Correa highlights that it is very difficult to find the needed and existing information. The marketing and knowledge is transferred from mouth to mouth, which as well should be practised, but it should not be the only information spreading way when it comes to public support service.

5.13 Strategy of communication

Decision makers and stakeholders need to practice the positive communication, which raises awareness of common investment and coverage

of social contribution to all possible communication channels. It is important to inform that they are interested to raise the diversity of entrepreneurial society and explicitly covering migrant background entrepreneurs as well. Awareness of diversity can be raised by creating different campaigns and making them visible in media. It is important to give the message to the society that entrepreneurs are important part of community and they are one of the key factors for economic growth. These kind of activities are not only highlighting migrant background entrepreneurs, but marketing the city/country as a good place to start business activity internationally. While presenting migrant background entrepreneurship by describing business cases, matters of migrant integration process can be affected positively.

Main questions to build the communication strategy upon:

- Are migrant background entrepreneurship matters included to negotiations and are these topics presented adequately during negotiations?
- What is the reputation in the society about migrant background entrepreneurship? Is it positive enough, is the social benefit of having a diverse entrepreneurial community highlighted? (Eurocities, 2018)

Nicosia is hosting multicultural cuisine event "A suitcase full of flavours". The event is broadcasted on TV. This way the diversity of migrant background entrepreneurs are highlighted and positive attention is brought to migrant-owned restaurants. (SigmaTV, 2016)

5.14 Discussion practise around migrant background entrepreneurship

From Mr. Uitti's point of view the migrant background entrepreneurship is discussed in many levels. Getting more immigrants to work in Finland is divisive. Some people think it is a very good thing, some people are objecting the idea. Still, the discussions have a positive characteristic, from his point of view. There is a public opinion that these migrant people are really wanting to be a part of the society, they want to work, they want to give their efforts. Mainstream opinion is very positive in that way. However, there is still a gap between the practical and political level of the matter. There is a positive attitude, but making it happen in concrete level is not happening.

From Mrs. Suvanto's observations, the discussion about migrant background entrepreneurship in the society level is very narrow and is not discussed in a satisfactory level. By narrow she means, that there are very limited fields of activity, which are discussed or then on a spotlight is brought one type of a perspective. It should be discussed more. The reputation about migrant background entrepreneurship is divided. The community of migrant background entrepreneurs are very versatile and multifaceted. These should be highlighted more in a media channels instead of discussion human rights or the low level of salaries, when it come to the migration and integration issues. Mrs. Suvanto has an opinion, that the City should be the one coordinating those discussions.

Mr. Pesonen thinks, that the topic of migrant background entrepreneurship is discussed in a positive manner, but the debate is too one-sided and polarized. Weather low-threshold entrepreneurship like cleaning and restaurant business, and highly educated startups are overemphasized. In general, the potential of migrant background entrepreneurship in Finland is not sufficiently understood yet.

As Mr. Zapackis states, entrepreneur him-/herself is a risk taker. Doing entrepreneurship is hard. The energy around this term is very positive and requires appreciation. There needs to be much more positive thinking and support brought up for these people, who take a risk in their lives and run different size companies. Media, which has an important role in setting a mind-set in social environment, should have more focus on migrant background entrepreneurship and encourage people to enter the field. These daily stories of people among us should be much more emphasized and brought up as a positive example. Migrant entrepreneurship had a great potential in the country level. It does lower the unemployment rate among migrants, entrepreneurs are giving work to other people, it opens up new cross-board connections and possibilities, etc. There are much more pros than cons and it should be discussed much more. There will not be the rate of entrepreneurs rising, if there is no encouragement from the government level and society. There are good preconditions for having a company in Finland, by considering taxation system, bureaucracy level, financial capital availability, etc. This one piece of encouragement and community support would lower the barrier for start.

There are success stories brought up in social media, and they do inspire migrant entrepreneurs as Mr. Correa has got inspiration for opening a company. He has listened and read other migrant entrepreneur stories and experiences and he has tried to learn from their success paths. However, they are too little and very rarely we happen to see them. It should be promoted more as, from Mr. Correa's point of view, this kind of encouragement works to boost the mental state and level of skills of the target group. Social discussions depends much on the business segment. If the business field relates to tech development and anything related to that, you can easily be an entrepreneur here because the demand is so high. As an example, communication field is a bit harder, which is a lot language related. There are definitely existing migrant background people, who have made a man out of him-/herself and they should be brought to the spotlight to share their stories and same time educate society about the migration related integration challenges and benefits of supporting the target group.

5.15 Continuous monitoring and review

For the system's efficiency in fast changing environment and markets, monitoring plays an important role. Monitoring and process evaluation should be done as in short-term as well as in long-term perspective, this way supporting sustainability of the system itself. This means that there should be monitoring mechanisms that would regularly review available support services for entrepreneurs. Planed monitoring mechanism is very supporting

for the cities' strategies. This process helps to set goals, proceed in right direction, describe needed activities as well as to measure the outcome, achievements and impact to the local society. Another advantage of creating effective monitoring mechanisms is documentation, project descriptions, reporting done during the process. This might open other opportunities to integrate same practises in other locations or other fields of activities. Monitoring process should be reviewed and analysed for the future planning processes. This way failures can be documented, cleared out and solutions as well as lessons learned can be implemented to other future strategies and action plans.

Guide questions for monitoring mechanisms review:

- Does there exist a monitoring mechanisms for supporting services, which include both, the mainstream support services as well as specially targeted ones for specific customer groups?
- What are the measures for success? How results should be measured and what documentation should be gathered for analyses?
- Is it possible to highlight the migrant background entrepreneurship service effectiveness among others within the monitoring mechanism?
- Are the recommendations taken into account for development plans? (Eurocities, 2018)

A Economic Strategy 2018-2023 of Brighton & Hove is covering the initiative of widening the city region. Strategy includes a series of actions, which encourage and support the economic growth of all region. The city has produced the annual tracking and monitoring mechanisms, which evaluates the impact assessment within the region, which provides the inclusivity of the strategy. (Brighton & Hove City Council & Brighton & Hove Economic Partnership, 2018)

5.16 Monitoring and follow-up mechanism in the City of Tampere

When we go back to the strategic level, it does have the goal setting and concrete steps, how to reach those goals. It has the metrics, which monitors the process. One of the metrics is the share of non Finnish or non Swedish speaking entrepreneurs of all entrepreneurs in Tampere. It has been followed, how much migrant background talents start a business in Tampere. Systematic feedback is collected per service. It has not brought together very efficiently, that it would be analysed and gone through. This feedback can be used to develop certain services, but not the bigger picture. Mrs. Suvanto points out, that there are no jointly discussions with stakeholders about the received feedback. We have a strategic level and it goes to the operational level. It does set the actions that we should do to reach the goals. This makes and forces it to come more near to our everyday lives and work tasks and follow actions, if they are done in order to reach the target. It is very important for the successful development work.

6 FINDINGS AND CONCLUSION

6.1 Answering the research questions

This research has achieved its goals and objectives. Interviews conducted during the research empirical part execution has been very fruitful and depth insight giving. From the researcher point of view, it has been a benefit giving plan to combine 3 different perspectives to cover the whole activity and situation regarding support service path availability and serving quality for migrant background entrepreneurs.

The first research question was to find out about how the existing entrepreneurial ecosystem in Tampere region serves entrepreneurs in general. As an answer, the existing ecosystem serves its customers rather good. Interviewed persons each one of them is aware that support system exists and is able to give an opinion about it. It is a positive sign already. As analysed in research theoretical frame and interviewed experts admit, the government is aware of the importance of the topic. However, there is still a space for more studies and research about the topic to understand its essence. In addition, as noticed, the correct and exact data about the target group is missing. This opportunity should be taken as an advantage and agenda pushed forward by migrant background entrepreneurs' activation themselves. Awareness of the agenda from government perspective is there. The action plan for support service path development is missing yet.

The purpose of the second research question was to find out gaps in the support service path, when it comes to serving migrant background entrepreneur. Defining gaps in the service path would be the first step towards successful service integration and Tampere ecosystem development towards migrant background business-friendly environment. Conducted interviews have given absolute insight and interviewed experts has highlighted different ideas, which implications could develop and promote the existing serving path.

Initial development idea to fill in gaps mentioned in this research are as following:

CREATE STUDY CASES

As noticed and mentioned during research practical part, there is a lack of understanding the target group of migrant background entrepreneurs, situations they live in, faced challenges and actual needs. As a suggestion there could be organized sessions with stakeholders' and migrant background entrepreneurs' themselves to work on service design method. By applying the method, we would gain better understanding to the "entrepreneurial path" of the migrant background entrepreneur. As a result there would be created different profile cases to outline the whole migrant background entrepreneur's situation and needs for support services.

DATA

The data about migrant background entrepreneurs in the region is missing. They should be gathered in order to analyse the situation and understand existing and developing trend and rates. There is conducted a survey and gathered data by Business Tampere about entrepreneurial ecosystem in general. As a suggestion, there could be organised another survey in cooperation with stakeholders to gather basic data focused on migrant background entrepreneurship. The data should be listed and continuously developed for better reach out to the target group as well as be analysed for the future strategic goal setting process.

STARTERS INFO PACKAGES

From all perspectives there has been pointed out, that clear entry point to the entrepreneurial path and following guidance among key players in the ecosystem is something, what is missing. As a suggestion, there has been presented ideas about having different kind of startup kits and information packages, where essential knowledge about organisation, institution within the region would be included. This kind of packages in a simple form would include information about how to do business, where to look for information. They should be updated by the time and not left behind to cause the confusion as services changes and new organisations and information entities enter the market. This kind of solution should be discussed in a strategic level as well, which would give more force for the idea and service structuring. At the same time it would help stakeholders to learn about other organisation services. As one of the migrant background entrepreneurs mentioned, it would have been very useful to receive a simple booklet with relevant information for starting business at the times, when he registered his company in Trade register. This would have helped him to understand faster the service structure and local business support entities, organisations, communities and so on. It would have been much easier to allocate the new entrepreneur and promote the integration process. Data about newly registered companies is accessible at any time. Gathered information and coordination responsibility is missing.

SUPPORTIVE ENTRY SYSTEM

As following from the previous chapter, the coordination role of business support services is still uncertain. The City administration is not reaching out to the migrant entry points, when they newly arrive to the city. What is clear is, that TE Office has an obvious and reasonable strong role considering first contact from "the outside world". As a fact, the communication from the institution is not strongly developed for the migrant background needs and understanding. As an example, communication is very often done in pure Finnish. Finnish language is relatively difficult language and government should understand that it can not be learned in a short period of time. Therefore the communication with the target group should be more flexible in order to not to lose the migrant interest of speeding up their own integration plans. As a very big disadvantage is seen the cut possibility of being and entrepreneur and be able to study the Finnish language. At this point of the service development migrants are put in front of the choice of going

entrepreneurial path or participate government payed effective Finnish learning course. Those two choices should be complementing each other.

REACHING OUT TO THE TARGET GROUP

During the research there has been a strong highlighting point of not having proper communication from the support organizers' position to the target group of migrant background entrepreneurs. The marketing and advertising does not exist. This way government is losing the potential and growth. From the migrant background entrepreneurs' point of view, it is very easy to target advertisements through different social media channels or other applications. As an example, Google and Facebook nowadays knows much more about people, than any physical leading managerial steering groups. There can be used different filters to target the message to the right and exact people around the world. Entrepreneurs are wondering, why this kind of opportunities are not practised (or is practised very little) in Tampere region and Finland in general.

MEETING PLACE TO CREATE POSSIBILITIES

As pointed out from the governmental perspective, a meeting and networking place for migrant background entrepreneurs as well as other business people or people interested in business is still missing within the ecosystem. There does exist an open community Tribe Tampere, which has similar initiative and activity to promote the matter. However, it seems not to be enough. City should have more low entry open meeting places, where people would not hesitate to come and in a friendly manner find out the solutions related to their situations. A peer support in a very natural human way should be promoted more. These kind of places would help entrepreneurs to expand their networks. Especially migrant background entrepreneurs are usually alone doing work at home. They do lack similar networks and entrance to the main flow. Locals have been building their services from the time they have been born. For migrant people it is a bit different. There is a need for more casually drop in and don't subscribe yourself for someone kind of service.

NETWORKING

As observed, there are many business events organised in English. Still, there are many main flow networking events, which are held in Finnish. We as a society would gain a two direction flowing benefit, if there would be more focus on merging the local and migrant flows together. By inviting and welcoming migrant background entrepreneurs to the mainstream business event, there would be a great potential for generated new cooperation and initiatives together, promoting migrant integration process, wider perspectives and networks. Key speeches can be organised in Finnish, but networking part should not exclude migrant background entrepreneurs. You can network in multiple languages despite the main language of the event. In this case the marketed message should be well thought out to cover and invite the migrant background entrepreneurs' target group as well and make clear how the language issue will be/can be organised. Another point in this chapter is about discussions and negotiation with association to include migrant people as members and modify the content, service and activity to migrants as well.

RESOURCE PLANNING

Spent time on solving one migrant background entrepreneurs issues is often seen as resource waste. Comparing serving time, while serving one migrant background entrepreneur, some business advisor at the same time can serve 2-3 local migrants. Many times our productivity and efficiency is measured by KPI's of how many contacts have you made, how many customers have you served. This kind of evaluation approach is not doing good for the topic. As a solution organisations could plan their resources more from the content perspective and let the advisors spend more time on more complicated customers like migrant background entrepreneurs. This way lowering the rate of KPI, but finding another measurement alternative.

As a great possible solution the research has brought up the potential initiative of migrant background entrepreneurs' serving unit. In an addition to the business advisors the ecosystem have, would be efficient to have an advisor service for migrant entrepreneur for about half a year. It would mean that entrepreneur would have a contact person available and willing to invest time. Advisor would be able to solve entrepreneurs' problem and bring him/her further. This kind of initiative would be another solution migrant background entrepreneurs' integration into the society. With public service support it is not usually possible to follow up the customer longer than one year. There should be created another type of service in order to deliver successful results.

MONITORING AND FOLLOW UP

The Tampere city administration has monitoring mechanisms in strategic level. However, as found out during the empirical part of the research, there is no effective discussion going on about tendencies or observed results. The development of field of migrant background entrepreneurship in strategic level is not described clearly, therefore it make it challenging and probably not primarily to focus on. There is a need for better stakeholder communication and cooperation to work on agenda and join forces for the systematic and clear development for activities in the field. There should be organised frequent meeting or seminars about the topic and created systematic follow-up framework.

The third research questions explains how to develop existing services or implement new ones that entrepreneurial service path for migrant background entrepreneurs in Tampere region would be complete. As the field, coordination role and stakeholders' interest on the topic is at the very early stage, thou developing and growing, it is difficult to approach the right institution for presenting results and innovation ideas. It is agreed in all 3 perspectives covered in the research, that the City administration should overtake the coordination role of support services. This statement highlights, that possible innovation projects could be discussed with the City administration. It is a pleasure to admit from many perspectives, that existing strategies have the right direction regarding the development of the migrant background entrepreneurial field. The mutual support among stakeholders

should be promoted. From the government perspective, the understanding and willingness to do something in the field is there. Next steps should take an action. The topic development includes migrant activation as well. Migrant background entrepreneurs should start to talk make a voice and start to talk about themselves, their challenges and issues loud. The society needs to hear about them in order to be noticed. Migrants should be encouraged more to be brave and bold, and help the agenda to be pushed further with the force of the target group itself.

6.2 Practical implication and contributions

This study opens up a great insight of the existing entrepreneurial environment in the Tampere region from migrant background entrepreneurs' point of view. At the same time the research describes perspective and thoughts from the support services providers - government and business advisors. Description and viewpoints are valid to be used in the future development. This research has been able to reveal and identified exiting gaps from all 3 perspectives, which make it more reliable and over covering.

Results of this research can help to fill in the existing gaps and develop existing services. Initiatives for the development work are very precise and leading to the challenge of developing communication and cooperation among business matter stakeholders within Tampere region. Research results and identified gaps help to understand better the target group and apply for strategic action plan from the ecosystem organisers' side for sustain plan and executorial activity.

Study result contributes to highlight the agenda first to Tampere City administration, which has the main organisational role in the whole system. It contributes to positive social change, as migrant integration is very important topic discussed in social level. Migrant background entrepreneurs have a high motivational rate of establishing companies than local inhabitants; therefore, they have a significant opportunity to influence the economy in Finland in national level. Research contributes to raise the awareness of the topic among other stakeholders.

6.3 Limitations and recommendations

Research has been focused on the Tampere region and migrant background entrepreneurs being active in this area. All the interviewed experts come from Tampere, Finland. To be able to talk about the topic in national level, there needs to be done more research from other regions within Finland to understand challenges migrant background entrepreneurs face. At the same time, as noticed, there are different support service system in different regions around the Finland. There are different rates of migrant background inhabitants within different regions and different trends of employment organisation. However, 3 different perspectives (governmental, business advisor and migrant entrepreneur) have had same direction for defining gaps and development needs.

Another aspect could be considered as limitation is the amount of interviewed business advisor and migrant background entrepreneurs. As described earlier, there are many different reasons and different motivation drivers for migrants to enter the entrepreneurial path. Education background, home country traditions and systems, experience and many other factors influence the entrepreneurial path and the need for support services. After all, the individual characteristics of the entrepreneur him-/herself have an impact to the flow of the business activity, development and success. There were interviewed 2 migrant background entrepreneurs - one was CEO of 3 year old company of personal trainer studio services, another one was co-owner of creative communication studio, which is entering the Finnish market. Both of the entrepreneurs have been highly educated, young adventurous people. For the business advisor perspective have been chosen an expert of more than 15 years of experience in working with migrant background entrepreneurs and entrepreneurs to be. Expert has been very active in Oulu city region. For the last 2 year expanding his expertise services in Tampere region as well.

While those 2 aspects are a limitation, it is a great opportunity to study the topic in future research and include more profiles of migrant background entrepreneurs to understand the pattern of challenges, experiences and opinions. The same suggestions goes for the business advisor perspective.

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Appendix 1

INTERVIEW QUESTIONS AND ITS CLASIFICATION ACCORDING TO REPRESENTED PERSPECTIVE

#	Name, Surname	Perspective	Organisation	Position
1	Mrs. Nuppu Suvanto	Governmental	The City of Tampere, Employment and Growth Services	Project Manager
2	Mr. Tommi Uitti	Governmental/ Ecosystem	Business Tampere	Startup Community Manager
3	Mr. Mikko Pesonen	Business advisor	Business Engine	Unite manager
4	Mr. Oskars Zapackis	Migrant background entrepreneur	MyEMS	CEO
5	Mr. Derek Correa	Migrant background entrepreneur	IMAGEM creative studio	Co-partner

	CONTENT	1	2	3	4	5
F1	Strategy to increase the diverse community of entrepreneurship.					
Q1	Is there a clear vision among community members of why migrant background entrepreneurship should be supported? Is there an existing strategy, which already supports migrant background entrepreneurship or a concept, which effectively cover the target group? Are all stakeholders aware of it and is it supported by them?	x	x	x		
F2	Mapping stakeholders					
Q2	Is there a communication between stakeholders and key players (city's administration, chambers of commerce, business associations, educational institutions and migrant background entrepreneurs)? Are migrant background entrepreneurs involved to the policy development process and their needs and objectives taken into consideration?	x	x	x		
Q3	Is the data about local entrepreneurs (including migrants) available and accessible for the analyze?	x	x	x		
F3	Extensive support system					
Q4	Is the selection of supported services easy approachable by migrant background entrepreneurs?	x	x	x	x	x
Q5	Who is taking the coordination role of the system? Is it city's administration or any other institution/ organization?	x	x	x	x	x
Q6	Does the city encourage the ecosystem and communities to develop new services (including private sector, exploring new initiatives and partnerships)?	x	x	x	x	x
F4	Mainstream support availability for migrant entrepreneurs					
Q7	Does the mainstream business service staff include diversity and serve people accordingly? Is the message reaching out to migrant background entrepreneurs?	x	x	x	x	x
Q8	Does employment and immigrant integration services provide supportive information about entrepreneurial path? Does the given information links to the mainstream support service selection?	x			x	x
F5	Networking and possibility to influence the support system					
Q9	Does networking events organized around the area include migrant background entrepreneurs' involvement? Are they participating those events?	x	x	x	x	x
Q10	Are migrant entrepreneurs present in stakeholders' organizations? (chambers of commerce, industry associations)?	x	x	x	x	x
Q11	Do the city and mainstream business representations connect and collaborate with migrant communities?	x	x	x	x	x
F6	Access to financial capital					
Q12	Is there government negotiation with financial institutions on how to lower the barriers and ease procedures and requirements?	x	x			

Q13	Is there alternative options, if private investment is not possible (e.g. microcredit and grant schemes)?	x		x	x	x
F7	Strategy of communication					
Q14	Is migrant background entrepreneurship discussed in the society level? What is the reputation of it? Is it positive enough?	x	x	x	x	x
F8	Continuous monitoring and review					
Q15	Does there exist a monitoring mechanisms for supporting services for both target groups (mainstream and specific customer groups)?	x	x			
Q16	Is there a follow-up system and are the recommendations taken into account for development plans?	x	x			